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GAZETTE

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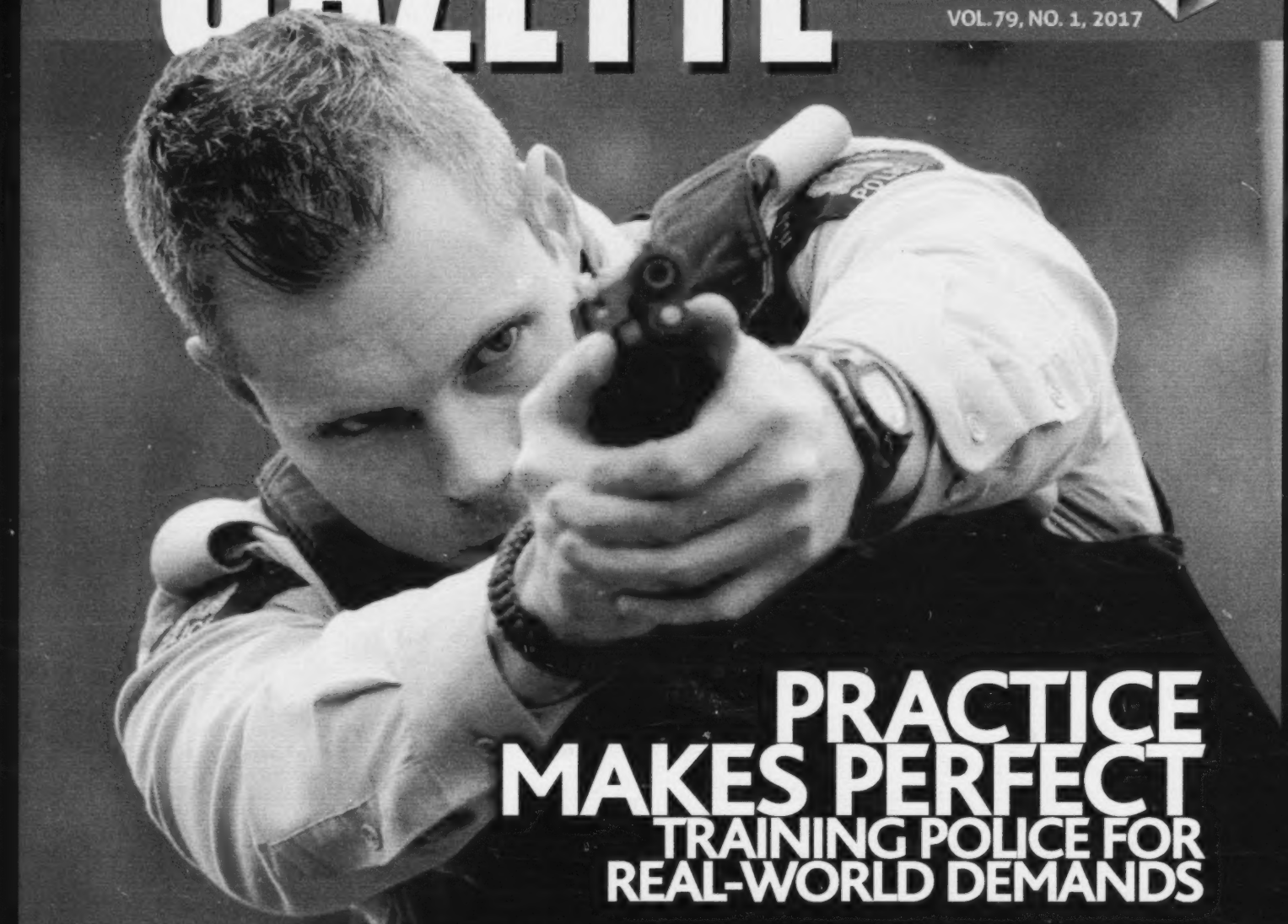
2016 MARCOM GOLD AWARD WINNER

VOL.79, NO. 1, 2017



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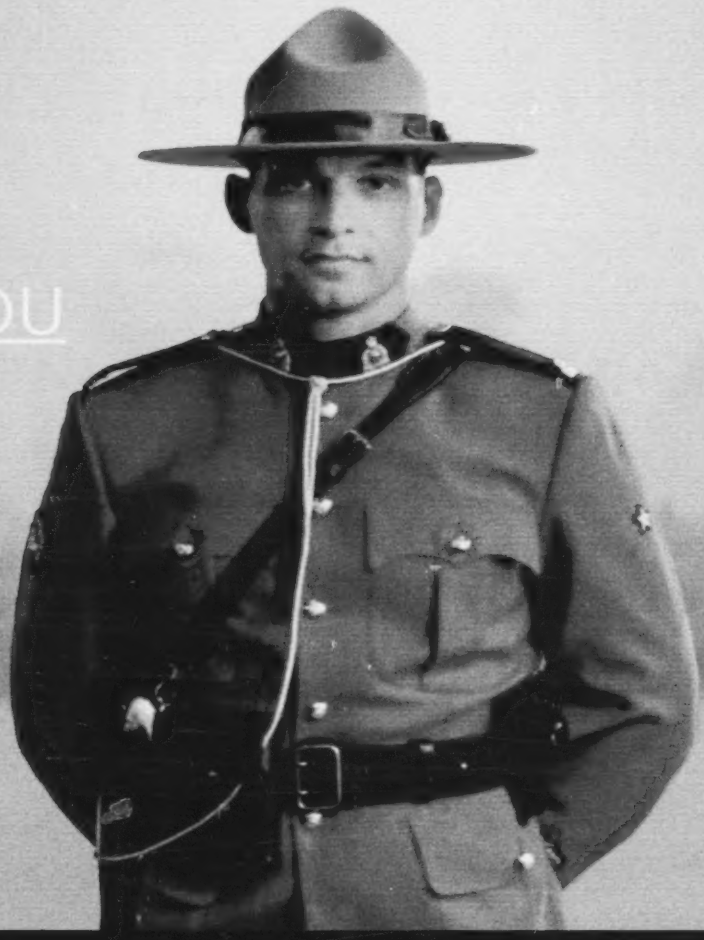

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GAZETTE

Serving the police community since 1939

Vol. 79, No. 1, 2017

A Royal Canadian Mounted Police Publication

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MARCOM AWARD WINNER

Gazette magazine has been named a Gold winner of the 2016 MarCom Awards in the category of Magazine/Government for its issue on how the public supports police operations (Vol. 78, No. 1, 2016).

MarCom Awards is an international competition that recognizes exceptional achievement by communications professionals for excellence in quality, creativity and resourcefulness. As a Gold Award recipient, *Gazette* magazine was judged to have exceeded the industry standards for excellence in the 2016 competition. ■

EDITORIAL MESSAGE

MAINTENANCE AND MASTERY

For every cadet who graduates from the RCMP's training academy known as Depot, each has trained for 785 intensive hours in defensive tactics, firearms, driving, fitness, applied police sciences, drill and detachments visits.

But for all those hours of practice at Depot, training doesn't end there. Police training today is a career-long affair that's constantly being adapted to prepare officers for the realities of a modern world — be it a large-scale protest, a lethal-force encounter, a dangerous substance or a distressed person.

Deidre Seiden looks at two areas in which RCMP training has recently evolved or expanded based on need: the rise of fentanyl and increasing contacts with people in crisis. Seiden describes the RCMP's new fentanyl guidelines and naloxone training, and the force's de-escalation training, two courses that equip police with the skills and awareness they need to save lives and stay safe every day.

Amelia Thatcher explains the RCMP's annual firearms qualification (AFQ), which last year updated its approach to training officers on their force-issued pistols. Gone are the days of target practice. The new AFQ better prepares officers for real-life situations and offers more tips for improving.

Thatcher also explores the RCMP's field coaching program, an integral part of each Mountie's training beyond Depot. Experienced officers guide new constables in their first few months, ensuring the skills they've learned are well applied in their new communities. As one mentor says, "the coaches provide a bridge between theory and practice."

We speak to four experienced RCMP instructors who teach courses ranging from basic driving and firearms to police investigations and the patrol carbine. Find out what they say about how training has changed, and what today's courses offer police.

Specialized training provides officers and others the chance to expand their basic skillset to work in highly technical or focused areas such as police dive teams, remotely piloted aircraft systems, and blood-stain pattern analysis. New technology and contemporary teaching approaches feature heavily in these specialty courses — and lead to operational success.

Finally, we examine the subject of police resilience — an officer's ability to recover from the stresses of work.

Ruth Lamb, a nurse and instructor in British Columbia, looks at the latest practices that can help first responders train their brains to cope during traumatic encounters — and heal afterward. While Judith Andersen and a team of researchers in Toronto look at how police-specific stress can be measured, and each officer's performance improved, through reality-based training. Both have implications for reducing operational stress injuries.

This issue is devoted to all that police officers do to maintain and expand their skills and knowledge throughout their careers. Because continuous improvement never gets old. ■

— Katherine Aldred

PRINT SUBSCRIPTIONS

Starting Jan. 1, 2017, we will no longer be mailing *Gazette* magazine to our national and international subscribers. While 78 years of print subscriptions is a long legacy, we can now share more of our stories, more quickly online. We're proud to continue providing all our award-winning content for free on our website as well as online exclusives not available in print. If you haven't seen it, the Gazette online is easy to read, searchable, accessible and available on mobile devices: http://www.rcmp.gc.ca/en/gazette/home.

Readers and libraries can access PDF copies of current and past issues of *Gazette* magazine at Government of Canada Publications: rcmp.ca/-xJF. Simply click on the year to view the issues published.

The print version of *Gazette* magazine will continue to be provided to RCMP detachments across Canada and to RCMP liaison offices abroad.

Should you have any questions, feel free to contact us at gazette@rcmp-grc.gc.ca.

Thank you.

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ON THE COVER:
RCMP Cst. Gareth Newcombe holds an off-cover shooting position during an Immediate Action Rapid Deployment Outdoor course. Today's police training is constantly being adapted to better prepare officers for the realities of a modern world. Photo: Leann Parker, RCMP

EBOOK HELPS POLICE, PUBLIC PREVENT TERRORISM

By Amelia Thatcher

This fall, the RCMP released its first ebook on terrorism and radicalization to violence to address evolving national security concerns in Canada.

"I believe we could prevent terrorism by having more people aware of the indicators and the phenomenon of radicalization," says Supt. Martine Fontaine, criminal operations officer for organized crime and prevention in Quebec. "We worked hard to have a resource that's modern, complete and accurate."

The ebook, *Terrorism and Violent Extremism Awareness Guide*, is available to RCMP members, local police agencies, first responders and the greater public. The goal is to increase awareness on how radicalization can lead to violence, and ultimately stop terror attacks in Canada and beyond.

"As compared to other police matters, it's not a high-frequency issue that we deal with, but when it does happen, it's good for us — and the public — to know information to prevent it," says Supt. Chad Tawfik from the Edmonton Police Service who reviewed the ebook. "I see it as a resource for everyone."

The RCMP's national security prevention and communication teams in Quebec developed the book in collaboration with police partners across Canada.

The awareness guide outlines general definitions relating to terrorism, lists indicators of radicalization leading to violence and explains how to report suspicious activity. Left-wing, right-wing and sole-motivation extremist groups and ideologies are described in the guide, along with a list of 54 recognized terrorist entities.

"It will open people's eyes to the full picture," says Tawfik. "Radicalization to violence and terrorism can apply to more than what people might traditionally associate with the topic. There are a lot of similar themes in how a person might become radicalized, regardless of ideology."

The book reminds readers that violence is not limited to a single group, social class, religion, culture, ethnicity, age group or worldview.

Since the guide is electronic, it will be updated on a regular basis to include the latest information. It's also interactive with clickable links, videos and resources.

RCMP

The ebook can be used to inform and educate police officers and members of the public alike, including teachers, social workers, parents and youth.

"Everyone has a role to play in the prevention and detection of terrorism," says Fontaine. "National security is a shared responsibility." ■

NEW HIGH-TECH VESTS FOR POLICE DOGS

By Deidre Seiden

The RCMP Police Dog Service in Manitoba is acquiring six high-tech ballistic vests complete with a camera and communication system to better protect police dogs and increase officer safety in high-risk situations.

"Before we had to send [dog handlers] into harm's way," says Sgt. Kent MacInnis, Police Dog Services. "With these new vests, we won't have to. We can send the police dog in alone and still give them commands as an additional level of safety."

The idea was born from a mock emergency response to a terrorist threat scenario that the RCMP canine unit participated in last summer. The dogs were used to clear rooms and track a terrorist suspect.

During the scenario, Emergency Response Team members were wearing body mounted cameras, and it was brought to MacInnis' attention that it would be ideal for the incident commander to see what the dog was seeing as well.

Since then, funding was secured to purchase the vests through the province's criminal forfeiture grant program.

The Winnipeg Police Service (WPS) Canine Unit has had the equipment for a few years and uses it frequently, most often during high-risk entries.

"When we use a robot, we're limited to what the robot can see and do," says Sgt. David Bessason of the WPS Canine Unit. "With a police dog, his sense of smell and the camera system, we can see what the dog is seeing, any indications the dog is making and any obstacles in the room."

The ballistic vests are custom fit to each dog, and each vest is mounted with a bracket onto which a camera can be attached.

There's also a second camera on the dog's chest so if the dog sits, the chest camera points at what the dog is seeing. And the communications system allows handlers to give their dogs commands, including the ability to call the dog back.

"When you have to send your dog into potential harm's way, it isn't an easy decision to make, but at the same time it's what we train for," says MacInnis. "This equipment gives me peace of mind." ■

Letisha Sherry, RCMP

Police service dog Eddie models the new high-tech ballistic vest at an event.

Leann Parker, RCMP

To avoid accidental exposure to dangerous drugs like fentanyl, the RCMP has developed guidelines on the safe handling of these substances.

SAVING LIVES AND STAYING SAFE

POLICE TRAINING IN A CHANGING WORLD

By Deidre Seiden

When RCMP Cst. Dawn Adams responded to a call to check on the well-being of a man slumped over a table in a restaurant, she did everything right.

She woke him up, asked him questions and had him empty out his pockets. As he was putting things on the table, the man dropped a small piece of folded-up paper on the floor — an action that looked deliberate to Adams. So she picked up the paper and unfolded it, and a cloud of white powder exploded in her face.

Adams immediately felt dizzy and nauseous, and could barely stand. "I felt this sense of helplessness and I immediately felt vulnerable, which is probably one of the scariest feelings in the world as a police officer because you're not in control," says Adams, who works in Kelowna, B.C.

The white powder was fentanyl, a deadly opioid 100 times more toxic than morphine. In its pure form, it can kill an adult with as little as two milligrams — the equivalent of a few grains of table salt.

Shortly after this incident, the RCMP released a video aimed at informing first responders and the public about the dangers of fentanyl. Adams' story is featured in the video.

RCMP Commr. Bob Paulson has no illusions about the gravity of fentanyl. "The danger this drug presents to all Canadians cannot be overstated," says Paulson. "It's spreading across the country, leaving a trail of misery and death, and first responders need to know that even being near it can make you sick, or worse."

The video was the first step. In the fall, RCMP released a training course for naloxone, an opioid antidote, and distributed naloxone kits to members across the force.

Adams was familiar with the antidote as she was treated with it at the scene by paramedics and immediately felt better. So when she heard about the training and the naloxone kits, she understood how important it was.

"Crime, criminals and the drug scene is always evolving," says Adams. "For us to keep safe and come home at the end of the day, we need to keep up with that. It's imperative."

A KILLER THREAT

Sgt. Luc Chicoine, the RCMP's National Drug Program co-ordinator, and Bruce Christianson, director of Occupational Safety, have been working on fentanyl-related training for more than a year. This one file takes up most of their time.

"We're into a wave of the population being hungry for a new high," says Chicoine. "This year we're expecting more than 1,000 deaths related to fentanyl in Canada. It's a killer."

Training for the naloxone nasal spray consists of a 30-minute online course. It describes everything from the signs and symptoms of opioid exposure, how to respond, the steps to take before administering naloxone, how to administer it and the side effects and mitigation strategies.

Guidelines for the safe handling of the drug have also been distributed to members of the RCMP. The training materials are available to police services across the country on the Canadian Police Knowledge Network website.

While naloxone can reverse an overdose in minutes, putting it in the hands of front-line police officers is just the first step. "It's a big step for the RCMP, but it's a Band-Aid solution," says Chicoine. "We've addressed that because it was crucial for public security, but now what we're faced with is how we handle fentanyl from the get-go, when the investigation starts."

The National Drug Program is looking at all the issues from how to analyze a white powder — Christianson says that they have to assume the worst — to how to seize, manage and store the substance.

"It's extremely complicated because contamination just takes a minute, but we're working on it and addressing every question," says Chicoine.

CRISIS CALLS

Fentanyl isn't the only challenge that police officers are facing with increasing frequency. Calls to respond to people experiencing a mental health crisis are also on the rise.

Cpl. Cara Thomson, a mental health liaison from the Ridge Meadows detachment in B.C., says the role police officers play when they respond to these calls is critical.

"These are the cases that could go sideways," says Thomson. "We need to have a lot of awareness of these conditions and how to work positively with people who have mental health problems."

A new national, mandatory course, Crisis Intervention and De-escalation (CID) training, will help officers when they encounter these situations.

The course was first developed in 2012 for all police officers in B.C. following recommendations from the Braidwood Inquiry, which examined the death of Robert Dziekanski.

When the RCMP's Contract and Aboriginal Policing was tasked with creating a national, crisis intervention and de-escalation training course, they adapted B.C.'s online course, which became available for all RCMP employees in September.

Cst. Lara Davidsen, the RCMP's CID co-ordinator in B.C., says that ongoing training provides police with the tools to meet the changing needs of their communities.

"CID training provides members with additional skills in recognizing and communicating effectively with individuals in a mental health crisis," says Davidsen. "Taking the time to communicate, de-escalate and build rapport with a person in crisis often results in a successful outcome for all involved."

After Thomson completed the training a few years ago, she recalls responding to a call involving a man with a knife. He was clearly distressed, ranting and holding the knife by his side.

Thomson arrived at the call and instead of rushing into the situation, she spoke to him from a distance. "Most of the time, they don't drop the knife the first time you ask them," says Thomson.

CID training, in addition to speaking about mental health disorders, focuses on talking and taking the time to assess the situation, which is exactly what Thomson did. "And I just kept talking," says Thomson. "I used the de-escalation techniques and he put down the knife."

In her position, Thomson responds to mental health calls every day. She says she's seen a positive change in how police officers react to people in crisis since the course became mandatory in B.C.

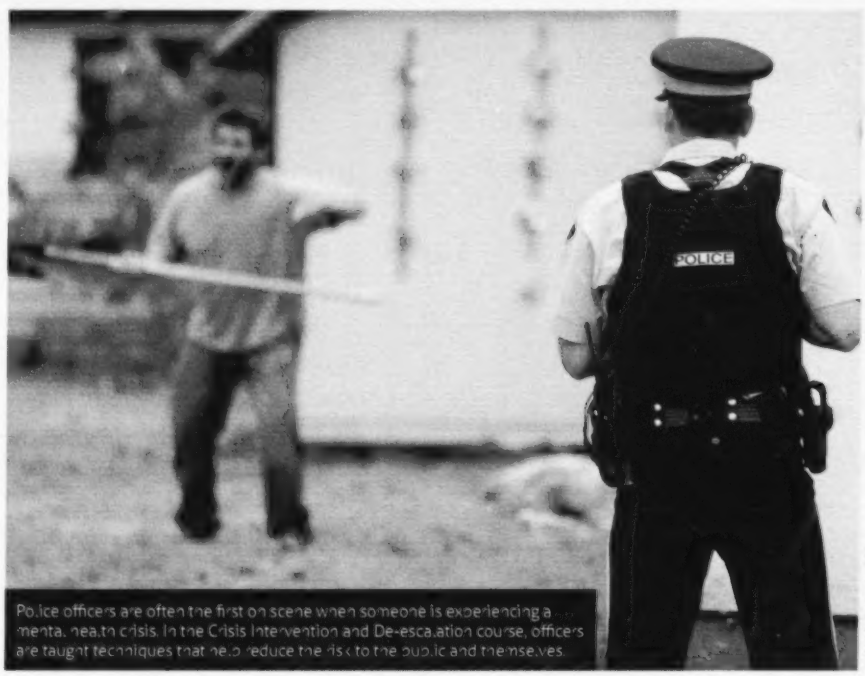
"There seems to be a better understanding that a person [might be] dealing with mental health issues and they'll give a little bit more, they'll talk more and spend more time assessing people rather than rush the call and take them to the hospital," says Thomson.

Davidsen, Thomson and other front-line subject matter experts are working with Training Services on a new, advanced mental health intervention training course to build on CID training for RCMP police officers in B.C. "It would be for general duty police officers who are interested in mental health to get even more into it," says Thomson. "We're constantly working on making the system better."

AN INNOVATIVE APPROACH

While officers faced with new threats and challenges benefit from enhanced training, a changing environment also presents learning opportunities for police.

In 2010, when he was a member of the Collision Reconstruction Team in Saskatchewan, S/Sgt. David Domoney saw the



Police officers are often the first on scene when someone is experiencing a mental health crisis. In the Crisis Intervention and De-escalation course, officers are taught techniques that help reduce the risk to the public and themselves.

Leann Parker, RCMP

potential in using a remotely piloted aircraft system (RPAS) to take aerial photos of a collision scene. He thought the technology would be especially useful in rural locations where there's no access to a fire truck. He wrote a business case, did a feasibility study and acquired a single RPAS.

"We learned very quickly that the potential for this data that we can collect from the air is very cost effective and poses very little risk to our members and the public," says Domoney.

It didn't take long for use of RPAS to take off and quickly expand to other areas of policing including major crime scenes, emergency response team activation, and search and rescue.

In 2013, an RPAS was successfully used to locate a Saskatchewan man who had been injured in a single-vehicle crash.

First responders couldn't locate the man, who'd wandered away from the scene. Cpl. Doug Green flew an RPAS with a heat-signature camera over the scene and found him about three kilometres from the crash.

That unit now sits in the Smithsonian National Air and Space Museum in Virginia as the first documented use of an RPAS to save a person's life in a search and rescue.

Domoney is now the national co-ordinator for the RPAS program at RCMP Headquarters in Ottawa where he oversees the national policy, standardization of equipment, training and operations for the technology.

The RCMP recently developed its own National Pilot Ground School Course. Domoney says it's not just police officers who can be trained as RPAS pilots; civilian members and public service employees can, too.

Candidates are taught the basics including the rules of flight along with sessions that review flight planning, airspace management, general theory of flight and weather patterns.

"We started out with one single RPAS in December of 2010 and that has grown now to 160 aircraft across the country," says Domoney. "It's basically the largest fleet of RPAS being used for public safety in the world."

With the technology getting better all the time, Domoney predicts there's a lot of more that the RCMP can use RPAS for that he hasn't even thought of yet.

"We're on the cusp of working on various projects that will greatly enhance our investigational capabilities," says Domoney. "The sky's the limit with RPAS." ■

Courtesy of S/Sgt. Dave Domoney

Images from a remotely piloted aircraft can give a collision reconstructionist a different perspective of a traffic collision. They can see everything, including the tire marks, gouge marks in the grass and where the vehicles have come to rest.

BUILDING TRUST IN TENSE SITUATIONS

By Deidre Seiden

After several protests in Canada resulted in ongoing conflict situations that required police intervention, the RCMP developed training to help prepare police officers who attend such events.

The Community Conflict Management Group course focuses on the skills needed to build relationships of trust, respect and mutual understanding between the police and the public during all three protest stages: pre-event, event and post-event.

"While the course focuses on building relationships, with an emphasis on aboriginal communities and cultural awareness, it's designed to increase the preparedness of front-line police officers in response to any large-scale protest," says Insp. Kim Taplin, the director of National Aboriginal Policing and Crime Prevention Services. "Knowing who you can talk to in the community and industry, and having those pre-existing relationships, will help in all situations," says Taplin.

The course also covers topics that promote the understanding of human rights surrounding the freedom of association and expression, and reinforces that police response should be impartial, measured and respectful in all mediation efforts between the two parties.

The five-day course was delivered in two successful pilot sessions, one each in February and June, 2016, with another course scheduled for January 2017.

Members who meet the criteria, including possessing self-control, composure and effective communication skills, will be selected by senior ranking officials to take the course. Trained members can then be deployed as needed.

"Equipping our members with the necessary competencies and understanding the benefits of taking a measured approach — in any situation — is very important." says Taplin. "The end goal is to always resolve and avoid the unnecessary escalation of conflict."

FIREARMS FACELIFT

TRAINING ADDED TO RCMP'S ANNUAL PISTOL QUALIFICATION

By Amelia Thatcher

S/Sgt. Sheila White stands in the middle of three pylons, weapon drawn.

"Move left!" barks a firearms instructor. White shuffles to the left. "Move right!" he shouts. "Contact right!"

White swings toward the right and takes a shot. Success — her bullet has made contact with the target.

"It wasn't intimidating, it wasn't nerve-wracking. It was kind of exciting to not just be standing on the firing line, but actually moving and shooting at the same time," says White, an officer from Merritt, B.C. "This was something we haven't done before."

Each year, all active-duty RCMP officers must get re-certified to use their weapons in the field by passing a test — the Annual Firearms Qualification (AFQ). Reflecting on her experience with the RCMP's newly updated AFQ, White says changes to the program are right on the mark.

"It's heads above everything we've done before," explains the 30-year veteran. "It's real — or at least as real as you can make it in a training environment."

The new AFQ officially rolled out in April 2016; it's the first change to the program since 1995. In addition to completing the qualification, all RCMP officers were also issued and trained on a new general duty holster.

KEEPING CURRENT

Since the horrific shootings that took the lives of three officers in Moncton, N.B. in 2014, the RCMP has rolled out many changes to programs, policies, equipment and training. The updated AFQ is just one of those changes stemming from the MacNeil report — an independent review of the force, which looked at ways to better prepare members for incidents like Moncton.

"The crimes are changing and we need to change to adapt to those," says Sgt. Steve Burke, from the RCMP's National Use of Force section. "We needed to improve and modernize what we were doing with our firearms."

The new qualification has a renewed focus on training rather than testing, preparing members for confrontations with active shooters and lethal force encounters. New skills such as moving and shooting, firing at different distances and proper pistol manipulations are now taught in the yearly session.

The new AFQ also better prepares members for new mandatory courses recommended in the MacNeil report, such as Immediate Action Rapid Deployment (IARD) training and the Carbine Operator Course. All cadets at Depot now receive both carbine and IARD training immediately after graduating, and other members must complete the IARD course by 2019.

Additional tactics and skills will be incorporated into the AFQ as needed, to keep the training as current as possible.

"Every year members come back, they're going to get something new in the training segment," says Burke. "It's going to help our shooters learn new skills, rather than the art of target shooting."

NOT JUST TESTING

The four-hour qualification used to be all about testing. Members would start their AFQ session by shooting practice rounds at a firing range before getting tested.

"But that's not realistic in a lethal use-of-force encounter," says Burke. "Now when they show up on the range, the first shot that comes out of their pistol counts. It's much more realistic."

The new training is divided into two parts: one hour of testing followed by three hours of training.

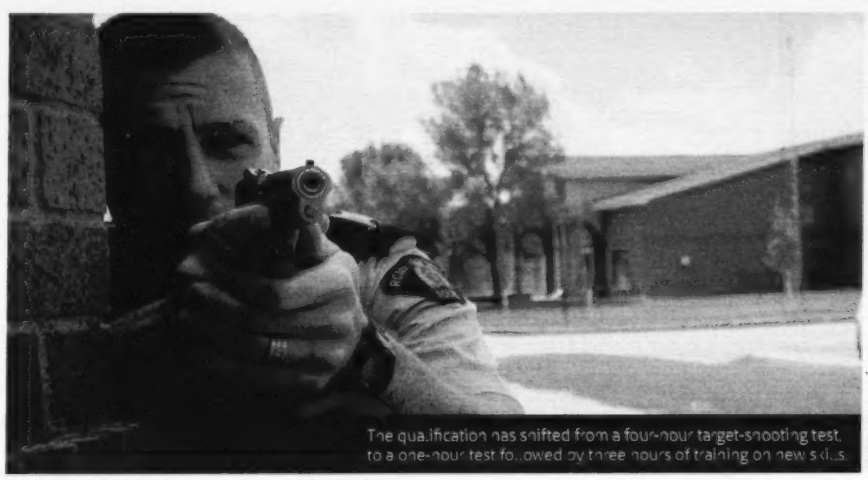
Cst. Michael Jaszczyszyn, a firearms instructor in Alberta, says another important change to the program allows teachers like him to offer assistance to members during the training portion. Whether it's helping them readjust their grip, working on trigger speed, or helping them line up their sights properly, instructors make sure that members come out of the AFQ having learned something.

"Members are leaving the range far more capable with their pistols," says Jaszczyszyn. "We're seeing them get their gun out faster, get more rounds in less time and manipulate their pistol better."

After the testing component, the rest of the course is about self-improvement in the training exercises. Since class sizes are typically no more than 12 people, instructors can work one-on-one with members, tailoring the training to different levels.

In the six months since the program's release, overall firearms skills have improved, according to Jaszczyszyn. Even White saw a marked improvement in her firearm capabilities, despite having completed more than 30 AFQs in her career.

"I know it gave me more confidence in my skill set," she says. "It's a definite upgrade to what we've been doing in the past. The training made me realize, 'I can do this.'" ■



The qualification has shifted from a four-hour target-shooting test to a one-hour test followed by three hours of training on new skills.

Courtesy Martin Racicot

DEEPWATER DETECTION

SONAR HELPS POLICE CLOSE HISTORIC CASES

By Amelia Thatcher

An experienced marine photographer was taking pictures of coral in Nootka Bay, B.C., when something went wrong. The 69-year-old diver descended rapidly, sinking too deep for his diving mates to follow.

In the hours and days following, the RCMP's Underwater Recovery Team (URT) in British Columbia scoured the ocean for the missing man without success.

"We never like to walk away from water empty-handed," says Cst. Erik Stelter, a URT diver in Surrey, B.C., and an experienced sonar user. "We're passionate about what we do — bringing closure to families and gathering evidence for criminal cases."

A year after the man went missing, the RCMP's underwater team returned to the site, following a new lead.

Armed with new tools and technology, the URT searched the area — this time, with success. Using new methods of sonar — sound waves to detect objects under water — along with a remote-operated vehicle (ROV), the team recovered the man's body.

British Columbia's URT now has the capability to revisit many historic cases of people who have gone missing in water. New advancements to tools and training now allow RCMP divers to investigate deeper than before.

SUBMERGED SKILLS

All URT members work general duty policing jobs in detachments across the country, only diving when the need arises. Despite this, URT divers receive extensive training. After passing a three-day selection process, members attend a gruelling five-week Underwater Recovery Induction Course to learn police-related diving techniques.

"It was a lot of hard work, days were long," says Cst. Kathryn Ternier, a URT diver in Manitoba. "We'd come in and get our gear after leaving it to dry all night and start the process over."

Following underwater recovery training, URT members can complete eight additional courses, including ice diving, rescue diving and underwater explosive recognition.

"We don't train people to dive, we train them how to do police work underwater," says Sgt. Jay White, head of the National Underwater Training Centre in Nanaimo B.C. "We take their police knowledge and their dive knowledge and meld them together."

According to White, as technology and best practices evolve, so does the training for URT divers. In 2013, the program instituted a new decompression diving standard, allowing members to dive deeper. All 68 of the RCMP's URT members across Canada came to the training centre to complete the mandatory course.

"Not long after we instituted the new guidelines, a boat sank with two people on it," says White. "We conducted two of the deepest recoveries in the dive program's history at 155 feet (47 metres)."

Other recent changes to training include an added crime scene examination class to the induction course, which teaches divers how to complete to-scale planned drawings of underwater crime scenes.

CLOSING CASES

In the case of the missing coral photographer, B.C.'s recovery team returned to the area with a new lead and new technology: the ROV. With a better starting point and a year of experience operating the ROV, the team launched a second search with renewed optimism.

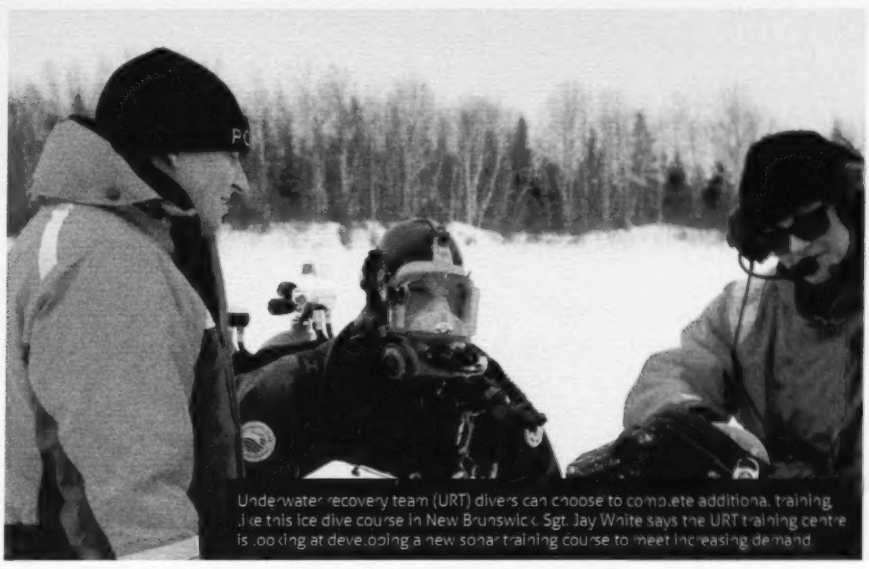
Within a few minutes of scanning the new zone, a large white shape appeared on the ROV's sonar screen, more than 70 metres below the surface. RCMP divers can go no deeper than 48 metres, so the team stayed above water, operating the robot from the boat.

"The technology is complex, so making sure people have an understanding of how it works is important," says Stelter, who is advocating for more technological training for URT members. "We want to have greater efficiency to complete searches in a timely manner."

Purchased last year, the ROV has only been used in a handful of cases to date, and only a couple URT members know how to operate it. Equipped with sonar and a high-definition camera, the remote-controlled robot is often used as a last resort, going where divers can't.

At the base of a steep underwater cliff, the ROV found the diver at 73 metres. Using a mechanical claw, the ROV grasped the missing diver and brought the victim to the surface.

"To be able to go back to a place and apply some new technology and be successful makes us feel good," says Stelter. "We can bring closure to families — it's very gratifying and fulfilling." ■



Cpl. Dave Poirier

Underwater recovery team (URT) divers can choose to complete additional training, like this ice dive course in New Brunswick. Sgt. Jay White says the URT training centre is looking at developing a new sonar training course to meet increasing demand.

New Zealand Police

New Zealand police recruits of all ethnicities perform an indigenous Maori welcome and challenge. This ceremony is taught as part of the Maori cultural training to all New Zealand Police employees.

INDIGENOUS AWARENESS TRAINING: WHAT WORKS AND WHAT DOESN'T?

THE PANELLISTS

- **Insp. Peter Stokes, National Pacific Strategic Advisor, New Zealand Police**
- **Ret. Sgt. George Couchie, cultural awareness trainer, Ontario Provincial Police**
- **Cassandra Ivany, facilitator, First Nations Initiatives, Yukon College**
- **Ret. Insp. Jim Potts, Aboriginal Perceptions training, RCMP and OPP**

INSP. PETER STOKES

In 2016, New Zealand's (NZ) population was estimated at 4.5 million people while the most recent national census in 2013 identified 213 different ethnic groups (groups with more than 100 people) in the country.

About 64 per cent of the New Zealand population is of European descent (from Great Britain, Canada, United States, Ireland and Europe) while about 15 per cent is Maori (Indigenous population). The remaining 21 per cent comprises Asian and East Asian residents, Pacific islanders and others.

In 1840, a treaty was signed between Great Britain and the Indigenous Maori tribes of New Zealand. The Treaty of Waitangi has since had a profound and binding impact on the relationship between these two principle groups.

The New Zealand Police operates as a single national law enforcement entity and one of its six core values includes "Commitment to Maori and the Treaty of Waitangi." This core commitment places a requirement on the New Zealand Police to establish an effective partnership with Maori. NZ Police must gain a greater understanding and acceptance of the significance of the Treaty of Waitangi to Maori and New Zealand. Police need to learn how to bring the voice of Maori into policing decisions and operational procedures, and implement strategies designed to reduce the incidence and impact of criminal offending by Maori.

To incorporate this core value into the policing environment, a training program titled "Responsiveness to Maori" (RTM) is delivered at the Royal New Zealand Police College (RNZPC) to new recruits and to some promotional and specialist courses.

The RTM training is centred on understanding and incorporating the Treaty of Waitangi into the policing environment by defining Maori customs and protocols, and predicting and assessing the impact of police operational practices on Maori.

The Maori RTM training for recruits is promoted strongly during the 16-week training period but, currently, there are no test standards (theoretical or practical) to assess them.

Obviously, New Zealand's population diversity, together with the organization's core values, places a requirement on the NZ Police to train staff to be able to work effectively with all the ethnic communities.

Currently, there's a review of all cultural awareness and competency courses, including the RTM course, being delivered to police personnel.

It will look at reviewing, improving, standardizing and measuring the effectiveness of cultural awareness courses for Maori

(and other prominent ethnic groups) that are delivered to all areas (recruits, promotions, senior level and specialist) at the police college.

The review will consider whether to set up a separate school for Maori and other ethnic groups within the RNZPC that would be responsible for the strategic direction and delivery of all cultural awareness programs to the New Zealand Police and, where relevant, other government departments.

These future training options are being seriously considered to ensure that all police staff will be able to effectively work with the increasingly diverse New Zealand society.

RET. SGT. GEORGE COUCHIE

When delivering cultural awareness training, it's important to recognize the diversity that exists among Indigenous peoples and communities across the many respective service areas. Each community has its own unique history, culture, traditions and challenges and the training should reflect that. The cookie-cutter, one-size-fits-all approach simply doesn't work.

Course development must always happen in collaboration with Indigenous Elders, youth and community members. Having Elders supporting the course adds incredible value for both participants and course facilitators. Students and Elders often engage in conversation, during breaks for example, creating opportunities for the development of a deeper, more personal understanding of the topics being presented.

In fostering a safe, open and honest learning environment, participants are asked to come to the class out of uniform with an open mind and willingness to learn. Room location and set-up is integral. The use of sharing circles in concert with a traditional classroom set-up (LCD projector, tables and chairs) enhances and reinforces the transformational learning aspects of the training. Participants are provided a safe place to explore their learning with the support of the instructor, Elders and peers.

Given that ceremonies are a part of the training, it's important to be respectful of the time it takes to ensure the learners understand the significance of such ceremonies before they are asked to participate.

The learners gain a more meaningful experience when they can be involved in the learning with a hands-on approach. In fact, in my view, the hands-on, experiential approach to learning is critical to success. It allows students to relate to what is being taught on an emotional level. If learning is academic only, students are presented with a series of facts and may fail to connect emotionally. Experiential learning allows students to better understand the emotional responses of another person, while also helping them to explore the worldview of others.

Indigenous issues in Canada exist today as a result of a long and complex history. Having the opportunity to touch on topics such as culture, history, residential schools, treaties, socio-economic conditions, contemporary and emerging issues, best practices, and reconciliation in a systematic and in-depth manner allows participants the time to process and integrate the learning.

Courtesy of Ret. Sgt. George Couchie

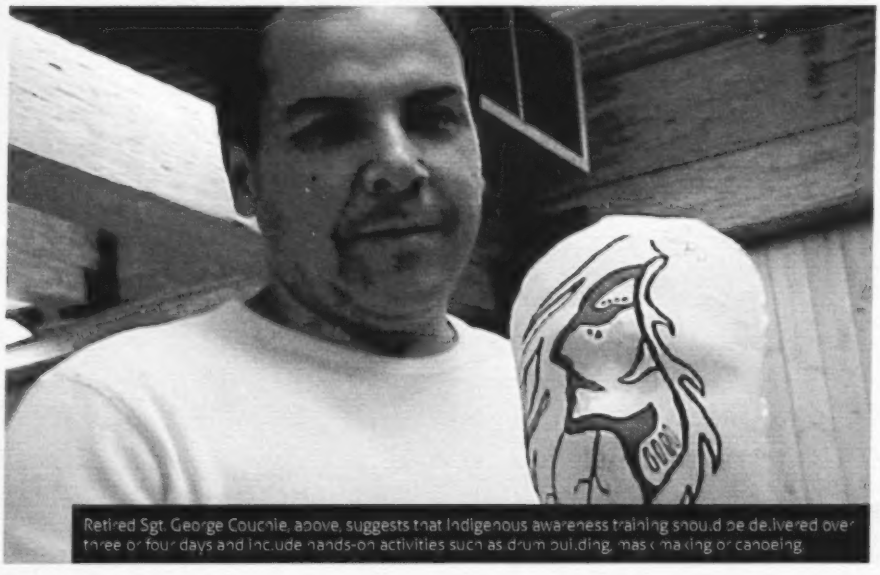
Ideally, the training should be delivered over three to four days with time incorporated, if possible, for more meditative, hands-on activities such as drum building, mask making, paddle making or canoeing. If adequate time is not provided for the training, there's a risk of doing more harm than good.

CASSANDRA IVANY

Much of my job in the First Nations Initiatives includes delivering workshops on Yukon First Nations history and culture. If I were telling you this in person, it might come as a bit of a shock. The brown hair and brown eyes might fool you, but the Newfie accent is a dead giveaway: I am *not* of Yukon First Nations ancestry. How this fully Caucasian, born and bred Newfoundlander found herself on the opposite end of the country delivering workshops on Yukon First Nations culture is a story for another day, but the end result is one of the cornerstones of our success.

Justice Murray Sinclair, chair of the Truth and Reconciliation Commission, reminds us that it will take all Canadians working together for meaningful reconciliation, and I have the honour of working every day with a fantastic team of people, both First Nation and non, delivering these workshops together.

For non-Indigenous Canadians, it can be difficult to know where we fit into the reconciliation discussion. Fear of being offensive or accidently disrespectful can lead to inaction. Part of my role is to share my own



Courtesy of Ret. Sgt. George Couchie

Retired Sgt. George Couchie, above, suggests that Indigenous awareness training should be delivered over three or four days and include hands-on activities such as drum building, mask making or canoeing.

inaccurate assumptions, missteps, fears and uncertainty, and to remind everyone that we are breaking new trail — the key is to keep moving forward, creating that path together.

Being non-First Nations, it's important that people understand I'm not speaking for First Nation people. The information we provide is vetted through the 14 Yukon First Nations. Yukon College's President's Advisory Committee on First Nations Initiatives meets quarterly to discuss educational issues, and is a fundamental link between the Yukon College and the territory's First Nations governments. This group created the framework for the workshops and ultimately endorsed the course content and materials.

When I walk in the room with my colleagues and introduce myself, there are always a couple of confused faces. Highlighting that what I am about to present doesn't come from me, but reflects the direction given by the 14 Yukon First Nations, lends validity to the information I'm presenting and gives me the confidence to answer that challenge.

These workshops cover some dark times in Canadian history — colonization, assimilation, the lasting legacy of the residential school system — information that's heavy and often hard to hear. Many participants come prepared for a guilt-ridden lecture. The first joke or lighthearted comment is often met with stunned silence or hesitant laughter, but the most common comment we hear during closing is that they had fun – and how unexpected that was. Humour helps create a safe environment where participants can ask uncomfortable questions, and that's vital to our success. No topic is off limits. These questions shape the direction of the session, triggering deep discussions relevant to the group. That's where truly transformative learning occurs.

Delivering cultural sensitivity training with both First Nation and non-First Nation facilitators, with a focus on building a common knowledge of our shared history in a safe and inclusive environment, where participants can openly discuss and challenge common misconceptions about First Nations people and actually have fun doing it — that's what has worked for us. It has opened lines of communication with RCMP, Health and Social Services, Departments of Education, Justice — areas where the relationship with First Nation people have been historically strained and helped bridge those gaps and bring us closer to meaningful reconciliation.

RET. INSP. JIM POTTS

Cultural awareness training was introduced to the Canadian police universe by the RCMP in 1974. At the time, it was in the form of a three-day, in-service course entitled Cross Cultural Education.

It's now recognized as a proven way to enhance an officer's ability to work effectively with Indigenous peoples, both on and off reserve. Unfortunately, many do not make this training a priority unless it's recommended or ordered by an official inquiry into police conduct such as Oka, Donald Marshall and Ipperwash.

In fairness, there are numerous demands on police time and resources and this particular training, while reasonably easy to document, can be very challenging to design and deliver.

The following suggestions come from my experiences with the above-mentioned course, which is now four days long and known as Aboriginal Perceptions.

The focus is on providing tools and need-to-know information. It's comprehensive and creditable in the eyes of Indigenous leaders but doesn't always receive positive critiques from candidates because delivering it presents challenges not common to most other in-service training.

What works? To ensure a positive outcome and have it accepted by and meet the needs of field personnel, the following points should be considered.

The training site should be comfortable and remote from the office.

The course should be custom designed to the area in which it's being delivered. It should be of sufficient duration to allow time to cover a wide range of topics through lectures, guided discussions as well as Talk Circles and Smudge and Sweat Lodge ceremonies.

Course candidates should be those involved in any facet of policing of Indigenous peoples, from communications center personnel and detachment office staff to front-line detachment members and their commanders. Requests to attend from other government agencies should be accommodated if possible. They bring the non-police perspective, which adds to the overall impact of the course.

Throughout the training, instructors should promote active discussion rather than simply providing basic information. Put candidates to work on day one by providing a questionnaire with open-ended questions: Many Indigenous communities do not trust the police. Why? What could you do to change this? Many feel the reserve system should be abolished. Do you agree/disagree? Why?

Having creditable, skilled resource people is one of the keys to having a successful course. These should include at least one local Elder who holds the respect of local native leaders, a co-ordinator who can address national issues and has extensive police experience in high-profile Indigenous crisis situations, and two local officers (Indigenous if available) who are working with Indigenous people. Keep in mind that just because a member is of Indigenous descent doesn't mean he or she has extensive knowledge about Indigenous culture. Most were raised in mainstream society, off reserve.

Rather than providing extensive readings in a large binder, put key information in handouts such as tips on building relationships, strategies for working in communities and a guide to working during conflicts. These could be used as field guides by members on site at roadblocks, for instance.

Ask the Elder to provide the opening and closing prayers, and inform the class about native spirituality, how to address a Sacred Fire or smudge, and what should be considered during sudden death and other investigations.

Case studies should be based on actual and recent incidents, some of which may have happened nearby. Encourage candidates to add their own experiences.

Throughout, thread in a variety of stories and traditional legends to reinforceteaching points. Keep the atmosphere light by using appropriate humor. Avoid being defensive if someone says something that others find offensive. Perhaps respond with a phrase like "It often takes courage to say what you really think, I'm glad you did. Let's talk about it."

What doesn't work? If all or most of the above are not taken into consideration, in my experience, the course will not have the desired effect and you may be wasting your valuable training dollar.

Having a positive working relationship is the key to providing an effective working relationship with all communities, Indigenous or non. This course, when successfully delivered, provides the core information required to help build the desired relationship as it succeeds in changing or broadening attitudes, increasing understanding and helping develop empathy, compassion and curiosity about Indigenous cultures. ■

JUSTICE SERVED

COURSE PREPARES EXPERTS TO INVESTIGATE ATROCITIES

By Deidre Seiden

On her first day of the Justice Rapid Response (JRR) course, RCMP Cpl. Bailey Gilarowski felt a little bit intimidated as the participants went around the table introducing themselves.

"It was really humbling sitting there and listening to all of the incredible work being done by individuals to advance international human rights within different parts of the world," said Gilarowoski. "When they got to me, I was like, 'I'm just a cop in Canada.'"

But as the hours and days passed, and she learned more and more about JRR, sexual and gender-based violence (SGBV), international law and human rights, Gilarowski grew more confident about why she was in that room.

"I really started to see why our skills as investigators are in such high demand, in particular, our interviewing and interrogation experience," says Gilarowski. "In Canada, we work in a multicultural environment on a daily basis. All of these are skills that are needed for JRR, but they aren't skills that every police force in the world actually has exposure to."

THE BEST OF THE BEST

In partnership with the Institute for International Criminal Investigations, the JRR courses are offered to groups of 25 specialists from around the globe, including criminal and human rights investigators, prosecutors, forensic specialists, sexual and gender-based violence experts, children's rights experts and witness protection specialists.

Countries in which mass genocide, war crimes and atrocities occur often are the least equipped to bring those responsible to justice. Recognizing this, JRR recruits and rapidly deploys experts to the international community, including institutions like the United Nations, to investigate, fact-find or carry out inquiries wherever mass atrocities have occurred.

"The training for us is one of the tools by which we create the capacity for the international community to have high-quality experts with lots of experience and specific training working under international circumstances, rapidly available," says Andras Vamos-Goldman, executive director of JRR.

JRR uses the course as a recruitment tool, so that the experts it trains can be selected for its roster. Through a competitive selection process, JRR recruits individuals with specific skillsets and profiles based on the current needs of international criminal investigations and human rights inquiries.

Since it began operations in 2009, JRR has delivered 34 courses. Today it has more than 600 rapidly deployable experts.

Gilarowski was selected after being nominated by the RCMP and vetted by JRR. After she successfully completed the course, she was added to the JRR expert roster.

PREPARING TO DEPLOY

The course focuses on the conduct of investigations under international law in complex, high-stress conflict and post-conflict situations.

Experts were brought in to speak about how to conduct interviews with victims of SGBV to get the information that's needed while at the same time bringing cultural sensitivity and prioritizing the safety and well-being of the survivor. "It can be heavy stuff," says Gilarowski.

JRR also maintains a multidisciplinary and multicultural group of experts in each course to ensure the experts are trained under circumstances similar to the ones they'll be facing when deployed on a JRR mission.

"It's cool that they do that because it's very much geared towards what the reality will be," says Gilarowksi.

And when Canadian police officers are selected through the roster to go on a mission, like Gilarowski, who was deployed to Cambodia to work for the Extraordinary Chambers in the Courts of Cambodia, they receive pre-deployment training (PDT) by the RCMP.

Each PDT is designed specifically for the region in which police officers will be deployed and it covers everything from collecting personal information, like DNA and fingerprints, to situational and cultural awareness workshops.

"The ultimate goal is to provide seamless entry so that we get the most out of our people once they are there," says Sgt. Darren Kowalchuk from the RCMP's International Deployment Readiness Unit.

The RCMP provides this special training whether it's for two people or 100.

"It's part of our global responsibility as Canadians to send our police on these missions," says Kowalchuk. "It's an advantage that we have police officers who have the skillset and desire to go out in the world and spread goodwill."

And the impact that trained police officers can have on these investigations makes them highly desirable.

"They improve the quality of the investigation," says Vamos-Goldman. "An investigation that's done by professionals, is an investigation that a population can believe in." ■

Cpl. Bailey Gilarowski was deployed to Cambodia in 2015 as part of a Justice Rapid Response mission. Trained experts like her have assisted in more than 100 missions around the world.

Courtesy of Cpl. Bailey Gilarowski

THE BODY TALLIES THE STRESS SCORE

PROGRAM TEACHES RESILIENCE TO FIRST RESPONDERS

By Ruth Lamb, RN, MScN, PhD, Co-ordinator Health and Human Services, Langara College, B.C.

Building resilience to extreme stress is the focus of a program designed to help Canadian first responders

Whether you're a new recruit with limited exposure to human tragedy or a veteran officer who's experienced extreme stress over time, there are practices that can support the body's innate healing mechanisms.

The latest neurobiological knowledge combined with mind-body practices, such as specific breathing, can support a healthy brain and resilient responses to trauma. The catch for police officers and other first responders is that they must move beyond the needs of others, and apply these practices for their own well-being.

Contemporary neurobiological research provides useful evidence about brain-hormone-tissue responses to severe stress, and the inevitable results when stress accumulates day after day. Each person has a stress limit. But police officers and other emergency responders will push their coping limits to the edge, and sometimes beyond.

SYMPTOMS OF EXTREME STRESS

Sooner or later, the body tallies the stress score. Clusters of stress-intrusion symptoms can appear: distressing memories or flashbacks; a sense of pull-back in order to avoid external reminders; memory loss combined with a lack of feeling or an emphasis on negative feelings; problems with hyper-reactivity, anger, irritability, reckless behaviour, or disrupted sleep; inflammatory or autoimmune conditions; and accelerated aging.

These body responses can further lead to compromised memory and cognition, uneven emotional regulation, inappropriate behaviours, severely depleted energy and an overall lack of engagement in life.

Extreme stress is often repressed, thereby subconsciously affecting behaviours as well as deeper aspects of values, dedication and courage. These adverse responses can impact every part of an individual's life. They are normal survival responses to extreme stress conditions — only the responses are stuck on 'on.'

The Strategic Resilience for First Responder Program addresses the impact of extreme stress on first responders, including those recovering from an operational stress injury.

The program presents theory, useful up-front prevention strategies and secondary prevention strategies to use when the stress is building. It also includes face-to-face practice sessions that focus on resilience, hardiness and balance. The University of New Brunswick now offers the program in partnership with the host institution, Langara College, in B.C.

The program features five major resilience protocols. Each protocol in turn emphasizes practices that produce positive health outcomes. Practices such as breathing, for example, activate the parasympathetic nervous system and provide moment-to-moment adaptive coping. This strategy can be used in a crisis as trauma first aid. All the practices need to be understood, experienced and embodied.

The nervous system needs time to heal. While the mind works quickly, cells change slowly. And the secret to resilience resides in the cells. This means that practices that change cellular coding need to be adopted. And resistance to change, due to unconscious habits for instance, must be acknowledged, understood and overcome.

LASTING SOLUTIONS

Our society has become accustomed to quick, sometimes superficial solutions to health care challenges. There has been little focus on examining root causes and creating in-depth, lasting solutions. The strategic resilience program examines the causes of stress conditions and trauma impacts. Officers will learn to teach their bodies, at the cellular level, how to balance emotional regulation and the nervous system.

The program addresses the resilience needs of both new recruits and experienced police officers. Sharing their experiences is an important part of the program. While it's designed for a wide range of first responders, the program can be targeted to a particular group such as police officers.

As one participant summed up: "It's not normal to think that what we do and see is normal." A new approach is needed to address the impact of extreme stress on first responders. The Strategic Resilience for First Responders program was created with the aim of improving the working effectiveness and personal lives of Canada's front-line responders. ■

FOR MORE INFORMATION, PLEASE VISIT: www.langara.bc.ca/resilience

PERFORMING UNDER STRESS

EVIDENCE-BASED TRAINING FOR POLICE RESILIENCE

By Judith Andersen, Ph.D., Harri Gustafsberg, M.A., Peter Collins, M.D., Senior Cst. Steve Poplawski, Bsc., Emma King, M.A., Health Adaptation Research on Trauma (HART) Lab, University of Toronto

Today's political and social realities are putting an increasingly intense spotlight on police performance in the field, particularly relating to use-of-force decisions and de-escalation. In addition, policing roles have been rapidly evolving to include new threats to officer and public safety in the form of terrorism and escalating school and community violence. The result is that police agencies are being called on to provide more effective training to their officers.

AN EVIDENCE-BASED METHOD

Evidence-based police training means that there's scientific evidence supporting the effectiveness of that training in meeting desired goals. Police organizations and the Government of Canada have outlined specific goals for policing. The first is to improve officer decision-making when applying use-of-force techniques and de-escalation strategies. The second goal is to prevent operational stress injuries (OSI) by promoting mental and physical resilience among police officers.

Our team of researchers have worked in collaboration with police, including the Peel Regional Police, the Toronto Police Emergency Task Force, the Illinois State Police and the Finnish National Police, to address these goals for policing. From our work with police, we've developed the International Performance Resilience and Efficiency Program (iPREP), an evidence-based method of police training.

UNDERSTANDING RESILIENCE

Although resilience — the ability to cope during and recover from stressful situations — is a common term, used in many contexts, we found that no research had been done to scientifically understand what resilience is among police. Police officers have a unique role among first responders. They face repeated stress, work in unpredictable and time-sensitive situations, and must act according to the specific provincial and departmental policies. Training programs for police officers should be developed in collaboration with police to address that unique role.

To define police resilience, our research team gathered thousands of hours of psychological, biological and performance data on police in North America and Europe. We studied police officers at every level of training, from recruits to federal special intervention units, and monitored them both during training and in active-duty encounters. The research found that officers have psychological and biological patterns that indicate both risk and resilience, and that these patterns can be measured. The risk and resilience patterns became evident when officers were monitored under stressful situations. Each individual has a unique pattern, which means that training to improve resilience needs to address the individual needs of each officer.

HOW STRESS AFFECTS RESILIENCE

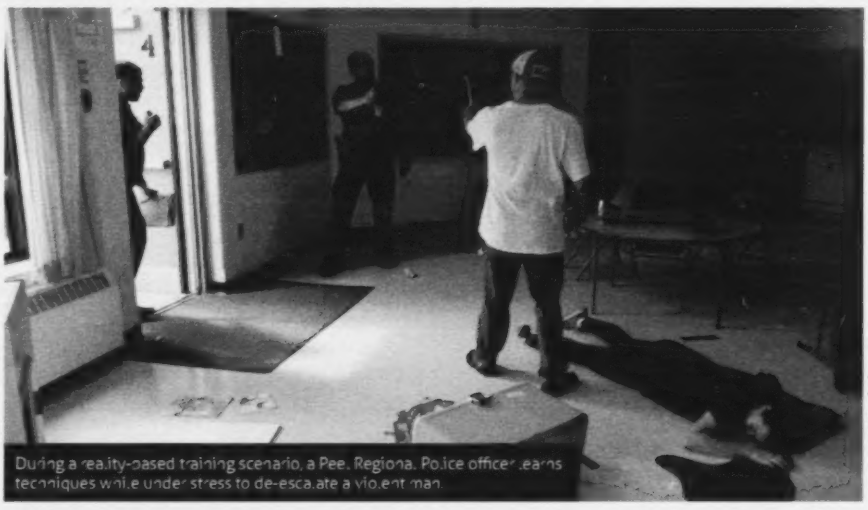
When a person encounters a threatening situation, they experience a surge of natural chemicals, such as adrenaline and cortisol. These chemicals allow the body to respond quickly. When this biological threat response is moderate, it enhances performance through more accurate vision, hearing, motor control, and response time. However, when the threat response is severe, the response can negatively affect performance by creating distortions in thinking, vision and hearing, and by increasing motor control problems, which can result in slower reaction times.

Stress impacted people at every level of skill, not just recruits. Severe threat responses that are extended or frequently repeated can significantly raise the risk for physical and mental health conditions such as cardiovascular disease and anxiety disorders. The good news is that the negative impact of stress on performance and health wasn't inevitable. Training can address individual patterns of stress and improve performance.

Our research found that, regardless of experience or expertise level, officers didn't often connect their psychological and physical reactions to their performance. A critical component of this training is to illustrate this connection in a way that's individualized and relatable, and to provide concrete strategies to improve performance and resilience.

TRAINING TO IMPROVE PERFORMANCE

Thorough reviews of police training trends in North America have shown that, for the most part, training is traditionally focused on tools and tactics, without addressing the psychological and physical factors that a police officer brings to each encounter. However, a tool is only as effective as the individual using it. The research supports a paradigm shift in police training, one that directly addresses risk patterns for individual officers and sup-



During a reality-based training scenario, a Peel Regional Police officer learns techniques while under stress to de-escalate a violent man.

Courtesy of Judith Andersen

Courtesy of Judith Andersen

A trainer prepares members of the Finnish Special Forces Unit to maintain mental awareness and focus during a building search. Monitoring their heart rate and oxygen consumption provides an indication of how stressed they were during the scenario

ports the learning of resilient patterns.

The iPREP method of training was designed based on objective psychological and biological data, and on evidence-based scientific methods of maximizing student learning and skills. Reality-based training — such as responding to a school shooting in progress at an empty school using actors and simulated weapons — is essential to develop the behavioural responses and skills that police officers need to improve performance and foster resilience.

This method of training teaches officers about biological awareness (bio-awareness) since psychological and physical reactions in the body arise from biological responses to the environment. Mental and physical states don't happen independently and both must be addressed in reality-based training.

Any behaviour or skill performed during stressful situations needs to become an automatic response for an officer, something that can be done without thought. The iPREP training follows the method for teaching automatic responses: progressive, realistic training that uses individual bio-awareness and provides tools to regulate stress responses.

Using this method, police instructors can address the individual needs of an officer while still teaching in a group setting. The research shows that it's not only the content of the program that's important but also the way in which it's delivered. The program includes a train-the-trainers component that provides concrete teaching methods that use-of-force instructors can apply to make the most of student learning.

SCIENTIFIC SUPPORT

A number of scientific studies measuring the effectiveness of the iPREP method have found that this training significantly improves situational awareness and control over biological threat responses, and improves the accuracy of use-of-force decisions.

The training fosters both physical and psychological resilience to stress. Physical benefits include improving cardiovascular and stress-chemical responses. Psychological benefits include reducing distress, enhancing confidence in abilities and recognizing psychological responses that need the attention of a mental health professional. These benefits have positive implications for long-term health and the prevention of OSI.

The program was designed to integrate into existing training programs at police organizations (annual use-of-force recertification, for example). The training leverages the skills of expert instructors already employed by police agencies, working with them to apply the iPREP method in their instruction sessions. Our research has found that the skills and delivery method (reality-based training context) achieves buy-in from officers because it's tailored to their unique needs and experiences as police officers.

Research shows that there is no evidence-based replacement for reality-based training. In a study comparing technology-delivered training with reality-based training and active duty encounters, the data found that technology-delivered training didn't mimic or prepare officers for real-world encounters as did reality-based training.

CONCLUSION

Research shows that the iPrep program meets the goals set out by police agencies and the federal government. This evidence-based method improves officer decision-making about applying use-of-force techniques and de-escalation strategies and enhances officer resilience. It can also be used to identify risk for OSI early, leaving room for prevention and early intervention.

The training makes the abstract concepts of resilience and optimal performance concrete and applicable to police officers. It's been tailored to policing through research, collaboration and testing. Evidence shows that this accredited program is a practical and accessible tool for improving police resiliency and performance. ■

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BLOOD IN FLIGHT

COURSE EXPLAINS SCIENCE BEHIND BLOODSTAINS

By Deidre Seiden

When Sgt. Beverly Zaporozan, an RCMP bloodstain pattern analyst (BPA), describes her favourite bloodstain — an impact pattern — as beautiful, her peers in the room start laughing.

"I know it sounds funny to describe blood as beautiful, but when you walk into a crime scene and you see this really nice V-shaped pattern on the wall, it is beautiful because it's textbook," says Zaporozan.

From the almost perfectly circular stains, to the elliptical stains that speak to the direction the blood travelled, to the blood that flows down the wall — these are clues that an analyst can use to determine the what, where, when and how of a violent crime scene.

"It's problem solving," says Zaporozan. "The blood is telling a story and you're interpreting that story that you'll ultimately report back to the courts."

All RCMP BPAs are first introduced to the subject with a basic bloodstain pattern recognition course that they take during their forensic identification apprenticeship.

From there, they can further specialize in bloodstain pattern analysis. As part of the training program to become an analyst, all Canadian BPAs are required to take a specialized math and physics course.

"While they learn pattern recognition and terminology in the basic course, this course helps them to understand how the patterns are created and how the blood acts in flight," says S/Sgt. Erin Pepper, the RCMP's forensic identification and BPA training program manager.

UNDERSTANDING THE SCIENCE

In the course, BPAs learn to determine the area of origin of an impact pattern, in other words, where in a three-dimensional space the victim was when they were injured. One way to do this is called stringing.

This method determines the angle of impact and directionality using several spatter stains and strings to make a visual representation of the flight paths of the drops of blood that created those stains. Where they converge is the approximate area of origin.

When the RCMP was starting to use bloodstain pattern analysis in the mid-1980s, BPAs were using this method but didn't understand the scientific theory behind it.

They approached professors from the math and physics departments at Carleton University for answers.

"The instructors started teaching people this whole idea how a drop of blood, just like a bullet or a baseball, flies through the air in a curved trajectory and why, if you're early on in the trajectory, it looks like a straight line," says Brian Yamashita, an RCMP research scientist who works with forensic identification members.

Originally, it was a two-week course that was heavy in theory. Then when Yamashita took over teaching part of the course, it was shortened to one week and included more practical knowledge geared to police officers who don't necessarily have a background in science.

THE CONFIDENCE TO TESTIFY

Course participants learn about quadratic equations, parabolic arcs and one- and two-dimensional motion, but they also learn other analytical techniques, like how to use a computer program to determine the area of origin, instead of using strings.

At the end of the course, participants apply that knowledge by analyzing an impact pattern in a mock crime scene.

"It gives them confidence to know there's a scientific basis in what they're doing," says Yamashita.

That confidence helps them when they testify in court.

Zaporozan has testified at many trials, including the trial of one of Canada's youngest serial killers, Cody Legebokoff. Zaporozan was involved in the second search of his residence where DNA of two missing women was found.

"There were low-lying spatter stains and indications of clean up," says Zaporozan. "My partner and I were able to speak to where the spatter stains were, what may have caused them, as well as how saturation stains that we observed were created."

Understanding the math and science and using that knowledge allows BPAs to be better able to defend their opinions and conclusions in court.

"Gone are the days of saying, 'Because I said so makes it so,' " says Zaporozan. "The math and physics course gives us the tools to better explain the math and science behind the analysis. And if I'm going to court and presenting a conclusion, I had better be able to back it up. If I can't scientifically back up my conclusion, I have no right making that conclusion." ■

Bloodstain pattern analysts examine bloodstain evidence, like this spatter stain, to draw scientific conclusions about a crime scene.

Amelia Thatcher, RCMP

AFTER DEPOT

IN-FIELD TRAINING HELPS NEW POLICE OFFICERS SUCCEED

By Amelia Thatcher

Crouched amongst the trees before dawn, a group of youth, Mi'kmaq community members and RCMP officers discussed moose hunting strategies over an outdoor breakfast. Excited whispers travelled through the unlikely hunting group, put together by new officer Cst. Jason Gauthier and his mentor, Cst. Adam Peter-Paul.

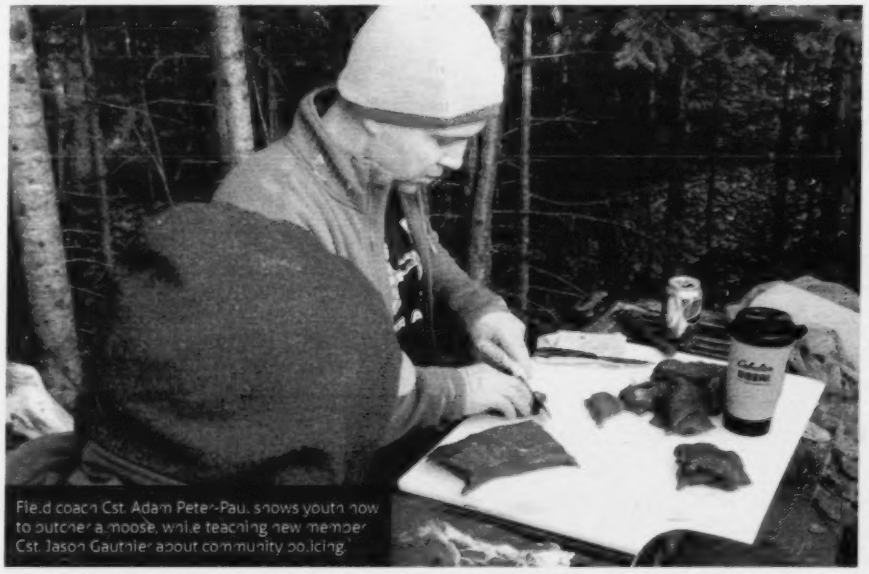
"Kids were saying, 'There's nothing to do in this community,'" says Gauthier, a constable in Elsipogtog First Nation, N.B. "We wanted to create an activity where the youth and adults could get together and bond."

Under the guidance of Peter-Paul, Gauthier organized the moose hunt with members of the reserve to improve community relationships. The hunt was part of Gauthier's final project to pass the RCMP's Field Coaching Program, which helps new police officers transition to operational duty.

After six months of on-the-job training, organizing the initiative was a culmination of everything Gauthier had learned to date. It was also the final step before he could become a full-fledged RCMP officer, also known as members.

"These projects connect new members to the community," says Cpl. Mike McFadden, field coaching co-ordinator for New Brunswick. "It lets the community know them, and it lets them understand the values that community holds — it's not all about law enforcement, it's also mediation, community work and problem-solving."

This year, nearly 900 freshly graduated constables joined detachments across Canada to begin their in-field training.



Cst. Jason Gauthier

Field coach Cst. Adam Peter-Paul shows youth how to butcher a moose, while teaching new member Cst. Jason Gauthier about community policing.

REAL EXPERIENCE

Field coaching is an integral part of training for all new RCMP officers. Following basic police training at Depot — the RCMP's national training centre — the Field Coaching Program helps new members apply their acquired knowledge and skills in an operational setting, with guidance from an experienced RCMP officer.

"It's like part two of basic training, it's the practical application of things they learn at Depot," says McFadden. "The coaches provide a bridge between theory and practice."

The RCMP formalized the national Field Coaching Program in 1998. While the curriculum is consistent across the country, each member's experience is different, depending on the community they are posted to.

In New Brunswick, McFadden drives out to meet each new officer who starts in his division. Since there are only about 40 new members each year, it's easy for him to keep tabs on the coaching teams.

British Columbia — which receives more than 300 new members per year — handles their field coaching program a little differently. Cpl. Heather Kent is in charge of a full-time field coaching unit of four employees, who make sure each new member stays on track.

"This program is the foundation of leadership in the RCMP," says Kent. "We need to invest the time, energy and effort into giving new members the best possible start to their careers because this is the future of the force."

IN THE FIELD

For the first two months of field training, new police constables shadow their coaches, learning by observation. The pair is assigned to the same shifts for the entirety of training. As the new member becomes more comfortable, they slowly start helping out where they can, under the close eye of their coach.

If they are deemed competent after the first two months, they can begin working more independently with less and less supervision.

"At first, I wanted to set the ground rules, we were just co-workers," says Peter-Paul about Gauthier. "I told him what I expected, my personal values and how I police. But once I realized that he was eager to learn, I was like, 'I can be friends with this guy.'"

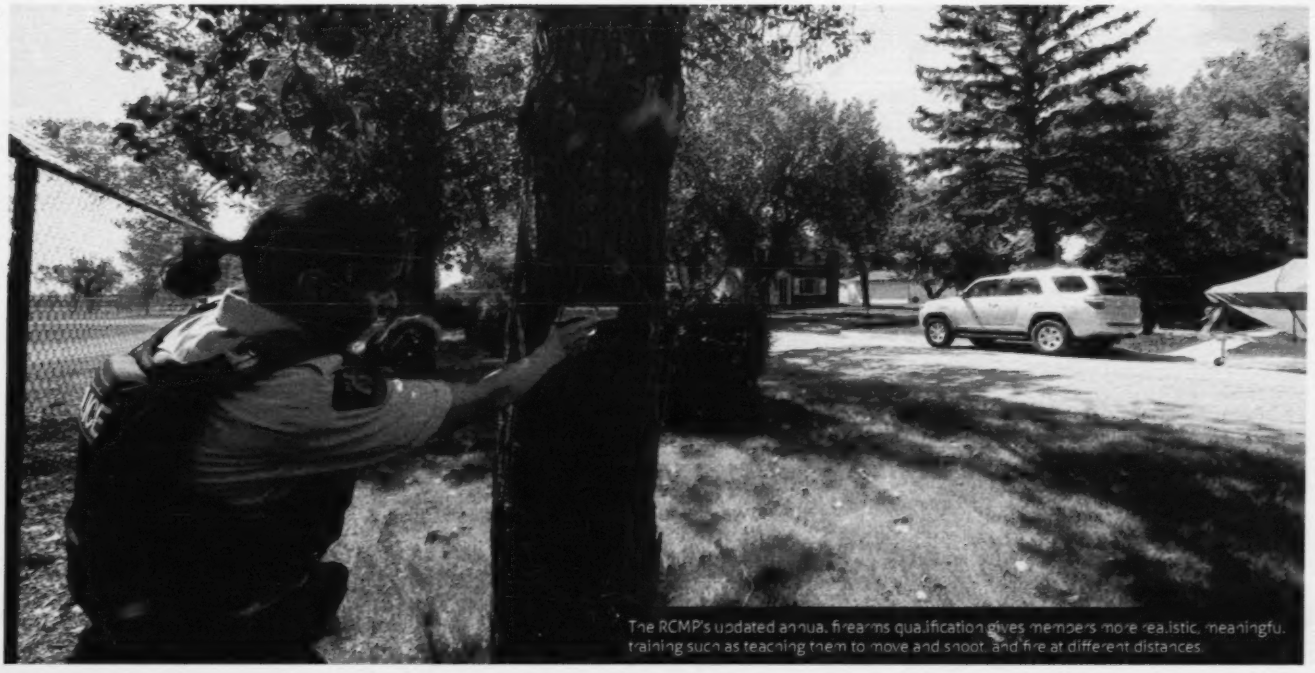
If the new member isn't up to par by the two-month mark, they work with the coach and divisional field coaching co-ordinator to develop a learning plan. At that point, the direct coaching period can be extended beyond the standard six months.

For Peter-Paul and Gauthier, the Field Coaching Program ran without a hitch — they now work as partners in Elsipogtog.

As for the moose hunt, Gauthier, Peter-Paul and the residents of Elsipogtog all deemed the project a success. At the end of the trip, the group sat around a campfire, cooked up some moose meat and talked about the day.

"I like teaching," says Peter-Paul. "When I'm passionate about something and I can transfer that passion to someone, that's what makes it worthwhile." ■

RCMP



The RCMP's updated annual firearms qualification gives members more realistic, meaningful training such as teaching them to move and shoot, and fire at different distances.

BE CONFIDENT, PRACTISE SKILLS, STAY HEALTHY

FOUR RCMP INSTRUCTORS TALK TRAINING

Police training isn't stagnant — it's constantly changing to reflect both new ways of teaching and the varying demands faced by officers. Katherine Aldred asked four experienced RCMP instructors about the courses they teach, what's changed, and how their training prepares officers for the modern realities of police work.

Sgt. Steve Burke

Location: National Use of Force Unit, HQ, Ottawa, Ont.

Courses taught: I've been a full-time use-of-force instructor in both Ottawa (HQ) and British Columbia. I was also an instructor for the Canadian Air Carrier Protective Program for several years.

Why did you become an instructor?
Early on in my career, my Training NCO [non-commissioned officer] asked me if I would be interested in use-of-force training. He went out of his way to provide me with the necessary learning opportunities and eventually mentored me into the training world.

Who's your training intended for?
All operational RCMP officers.

What do students learn in your course?
All aspects of officer safety techniques, tactics and firearm skills.

What's the toughest part of your training?
Because a lot of these tactics, skills and training methodologies are new, some of our members lack the confidence to think "I can do this." The truth is they can, they've just never been given the chance to prove it to themselves. Getting them to feel confident enough in doing things that will take them beyond their comfort level might be the toughest part.

In your experience, what type of training works best?
Due of the nature of use-of-force training, hands-on practical training and scenario-based training have been most effective, in my experience. Any time we practise or learn a new skill, we need to physically perform it and repeat it as many times as possible to create that muscle memory so that under stress, we can perform at as high a rate as possible. Scenario-based training, when delivered properly, using FX [non-lethal training ammunition] and having role players move in real time, not slow motion, is about as close to real life as we can get. It's the best we can do to try and put our candidates under stress and see how they react in certain situations.

How has your field of training changed?
Over that last 12-18 months, we've adapted and modernized both our firearms training and some of our tactical training courses. We're now giving our members more realistic and meaningful training when they come for firearms or IARD [Immediate Action Rapid Deployment] sessions. Our members are learning new skills and becoming more confident and proficient with their firearms. It's no longer 'Groundhog Day' [shooting at

a static target over and over] when they show up for their Annual Firearms Qualification [AFQ]. Every year there will be new skills to learn and build upon. The new tactics they learn on IARD training are also transferable to everyday policing and provide our members with some new skills, which will help to keep them safe out on the streets.

Has a student ever shared the usefulness of your training?
We're constantly receiving feedback from the field, both positive and areas in which we can improve, on all of our programs. The new programs that have been introduced, specifically Outdoor IARD and the changes that have been implemented on the AFQ, have been very well received. We heard from a member in the field who had just recently been involved in a lethal force encounter. The member credited the new skills learned and confidence gained on the AFQ session for their overall safety and ability to respond throughout this event.

What's your training advice?
Most members that I see at these sessions, both junior and senior in service, are very eager to learn and excited to practise new skills. If anything, I would tell them to be confident in whatever they're doing and don't be afraid to make mistakes. That's what training is for, just learn from it and be better when you leave than you were when you came into the training site.

Sgt. Blaine Landry

Location: Depot (RCMP training academy), Regina, Sask.

Courses taught: I'm in charge of the Simulator Training and Research Section at Depot. In conjunction with other Depot units, I teach use-of-force intervention, the police driving program, emergency vehicle operation (EVO) response and basic firearms training.

Why did you become an instructor?
I contemplated being a teacher prior to joining the RCMP. To teach for the RCMP is best of both worlds — teaching and policing — and a dream come true.

Who's your training intended for?
Primarily I teach the cadet population. I'm also responsible for developing our instructor cadre at Depot.

What do students learn?
Use-of-force and legal articulation of the incident management intervention model (IMIM), driving, situational and environmental awareness, and advanced EVO. Students learn the need to make good decisions, how to make these decisions under stress and why they did what they did. We do things in the simulator environment that can't be done elsewhere, pushing cadets to places they have not likely been before.

What's the toughest part of your training?
Most get it all, some get parts and others get different parts. Decision making and articulation can take the most time to get across.

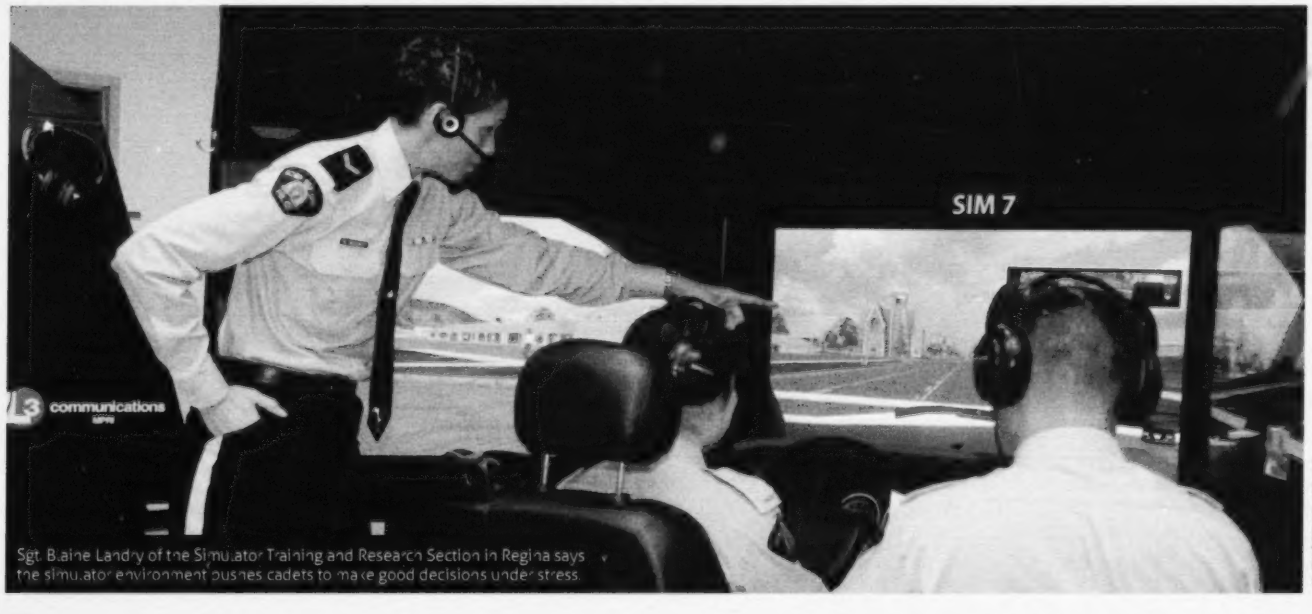
How has your field of training changed?
Ten years ago there was no Simulator Training Unit so yes, a big change. Also, the demands of policing have changed immensely. What wasn't of concern before, now is: smartphones with cameras, people's attitude towards police, court standards and expectations.

What's your training advice?
Never stop learning and there's always time to practise skills. Policing is a marathon, not a sprint, so maintain your fitness and pace yourself. Stay healthy.

S/Sgt. Norm Leger

Location: Canadian Police College, Ottawa, Ont.

Courses taught: I'm currently the manager or the Investigative Techniques Training Unit. I've taught the Expert Witness course, and the Drug Investigative



Sgt. Blaine Landry of the Simulator Training and Research Section in Regina says the simulator environment pushes cadets to make good decisions under stress.

Christine Ross, RCMP

Techniques and Organized Crime courses.

Why did you become an instructor?
I was interested in giving back to areas and specialties that I've enjoyed working in. Also, it's an environment that provides lots of opportunities to be creative in your work.

Who's your training intended for?
All RCMP officers and other police services (domestic and abroad).

What do students learn?
Investigative skills for drugs, organized crime, financial crime, human trafficking as well as investigative support training for incident commanders, crisis negotiations and intelligence analysts. They also learn about the preparation of court-approved curriculum vitae and opinion evidence reports, good communications skills and effective court testimony.

What's the toughest part of your training?
Breaking old habits — the that's-how-we've-always-done-it mentality, and implementing new training techniques.

How has your field of training changed?
The implementation of technology. For some of our courses at the Canadian Police College, we're implementing simulation training, which is similar to an adult version of a video game, to supplement practical scenario-based exercises. It provides the instructor with the ability to monitor a student's understanding of a concept, provides instant unbiased feedback to a student, and minimizes the need for extensive human resources over an extended period of time during practical exercises and assessments.

Since the inception of simulation training, advancements have been happening very quickly. We can now add vital-signs monitoring equipment on our systems to keep track of a candidate's heart rate during stressful situations. We can use Oculus Vision Technology, and the list goes on. It seems like every week we hear of new add-on.

This can be a double-edged sword. They can be very effective and, in some situations, crucial to have, but the cost to obtain and the ability to keep current with these advancements can be challenging.

Has a student ever shared the usefulness of your training?
I had a candidate who had taken the Drug Investigative Techniques Course and, more particularly, a session on the characteristics of an armed suspect. Upon returning to work, he stopped a vehicle and a passenger got out and started running away. Based on the training, he was quick to formulate his belief that the suspect was armed and immediately told another officer close by. As a result, the suspect was safely apprehended and, during the search, they found a loaded hand gun concealed on the suspect's body.

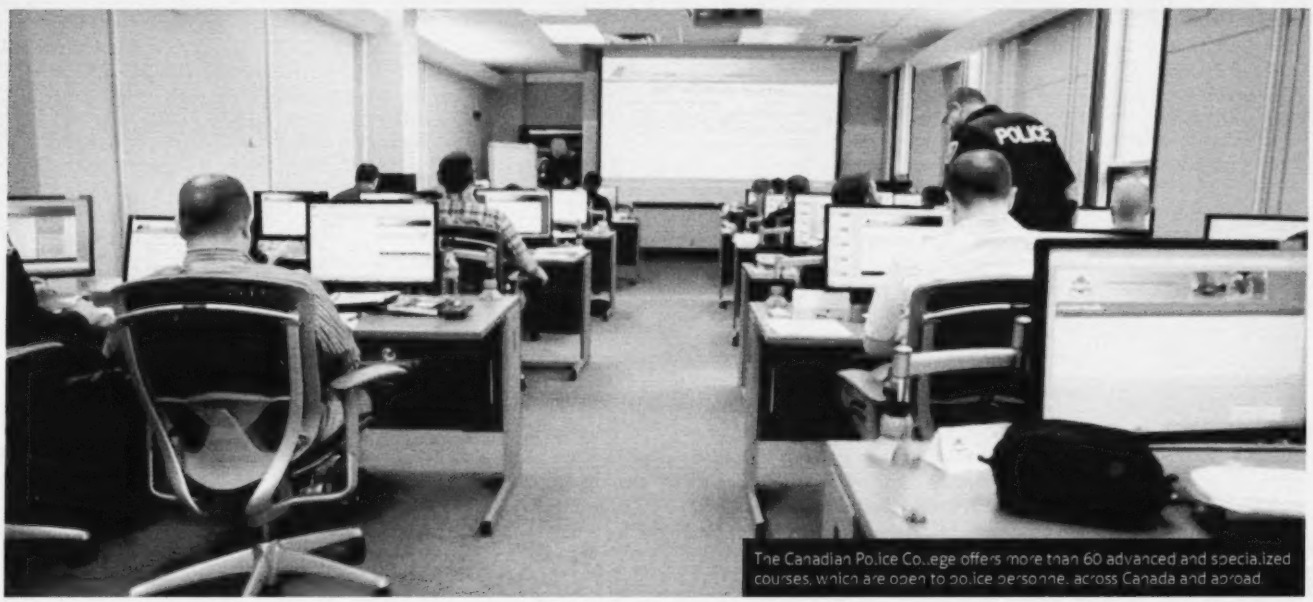
What's your training advice?
Share your thoughts and experiences regardless of how much time you have on the job. I often hear participants say they learn from others' shared experiences, and especially when they can reflect on how they would do it different after they've had time to analyze their actions. I've learned lots of really innovative techniques and ideas from younger members. Be more than just a sponge, absorbing information: speak out!

Second, keep an open mind when it comes to new ways of doing things especially when technology is being implemented. It's the way of the future.

Cpl. Kelly Godard

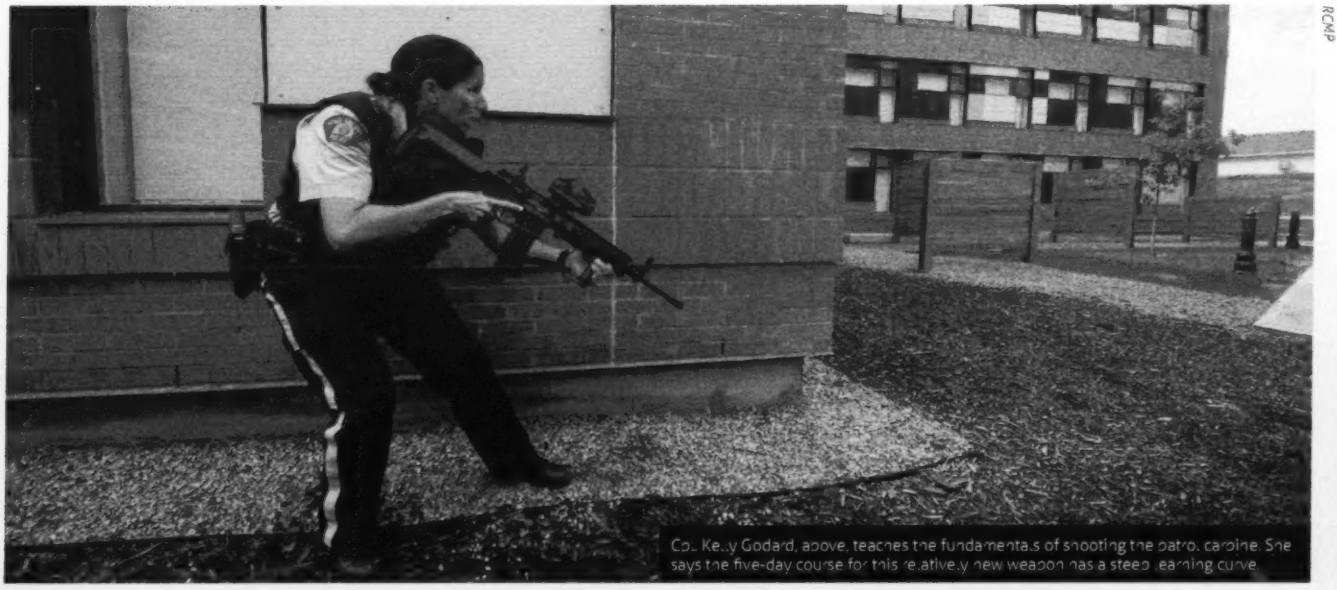
Location: National Use of Force Unit, HQ, Ottawa, Ont.

Courses taught: The patrol carbine [a semi-automatic rifle] is my main focus but I also teach Mountain Bike Instructor Trainer, Public and Police Safety Instructor, Conducted Energy Weapon Instructor, Basic Firearms Instructor and Carbine



The Canadian Police College offers more than 60 advanced and specialized courses, which are open to police personnel across Canada and abroad.

Canadian Police College, RCMP



RCMP

Cpl. Kelly Godard, above, teaches the fundamentals of shooting the patrol carbine. She says the five-day course for this relatively new weapon has a steep learning curve.

Instructor Trainer within the RCMP.

Why did you become an instructor?

My passion for instructing started well before joining the RCMP. Prior to becoming a Mountie, I was a ski instructor in Whistler, B.C.. I've also coached water-skiing, mountain biking, rugby and timbits hockey. So to have the opportunity to carry that passion within the RCMP has been a very a natural course of action.

Who's your training intended for?

The patrol carbine course is intended for regular members [operational RCMP police officers]. I do instruct many other courses but my focus these days is creating, maintaining, improving and delivering the National Patrol Carbine Operator training package.

What do students learn in your course?

They learn everything from firearm nomenclature, best safety practices, tactics and shooting fundamentals with the carbine. Although all candidates are competent regular members already, there's obviously much to learn with this weapon platform. They learn how to deliver accurate rounds from the carbine in a variety of different positions or situations in which they may find themselves operationally. We're training the candidates by evolving our once-static world of shooting firearms into a more dynamic, tactical world.

What's the toughest part of your training?

This course is five intensive days so it's mentally and physically demanding for the candidates. For most, it's the first time they've even held this type of firearm, never mind shooting and becoming proficient in its use. The fundamentals of shooting the carbine is new to them and the concept of moving and shooting with sound tactics needs to be learned quickly. This aspect of the training has a steep learning curve.

What type of training works best?

It's important to get a basic understanding of what you're about to learn so this is where classroom/online training has value. Then there's the obvious need to physically handle the firearm to begin to learn and understand how to apply the fundamentals of tactics and shooting. Finally the candidates must prove that the culmination of their new skills sets meets a competent standard in the scenario-based training. Scenario-based training is arguably the most important factor as it sets the candidates up for success operationally. Ultimately we want everyone to be safe and there's no greater tool to provide that feedback on their progress.

How has your field of training changed?

The patrol carbine is a relatively new firearm within the RCMP. The first course for regular members was piloted in 2013. Since that time, the training material has been continuously modified with new and improved tactics and best practices. It's been an ever-evolving process improving the end product for our members. We continue to strive to stay current with new trends and want to have the training material reflect this.

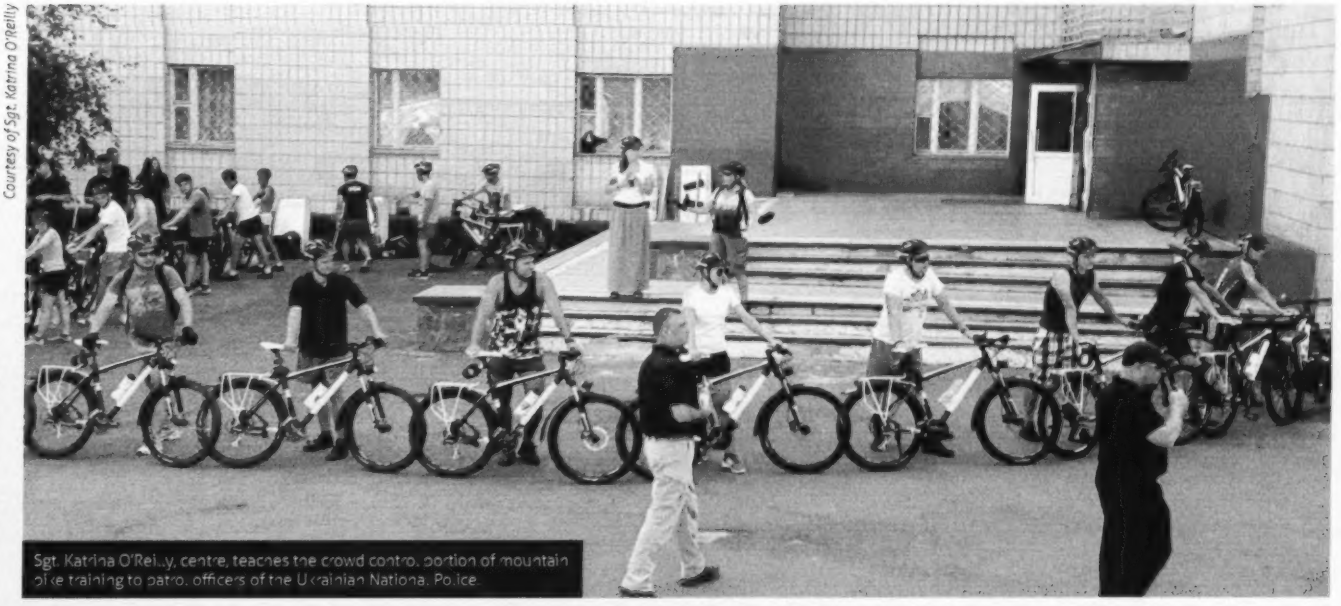
Has a student ever shared the usefulness of your training?

Absolutely. We had a member who received the course and the very next week was involved in an incident with the carbine. Had this member not had the carbine, it could have turned out very poorly. The member was able to draw on experience and training directly relating to material taught on the course, resulting in a positive outcome for that member.

What's your training advice?

It's important to stay current. Whether it's shooting the carbine or handcuffing, these are all perishable skills that could save your life or someone else's life one day. We leave our houses every day with the expectation of returning so it's imperative we stay as prepared as possible. That said, my advice to everyone is be humble, be accepting, be prepared and take any and all training opportunities seriously. By doing all of this, it will make the members' and the general public's lives safer. ■

Courtesy of Sgt. Katrina O'Reilly



Sgt. Katrina O'Reilly, centre, teaches the crowd control portion of mountain bike training to patrol officers of the Ukrainian National Police.

BUILDING TRUST ON TWO WHEELS

CALGARY OFFICER TRAINS UKRAINE POLICE IN BIKE PATROL

By Sgt. Katrina O'Reilly, Mountain Bike Unit, Calgary Police Service

Last July, as a member of the Calgary Police Service's (CPS) Mountain Bike Unit, I went to Kyiv, Ukraine, as a consultant for Agriteam Canada — a partner with the Canadian Department of Foreign Affairs and the European Union Advisory Mission. The purpose was to support the reform of the patrol police in the Ukraine.

The RCMP, along with other Canadian police agencies, has had a presence advising Ukraine's Interior Ministry on the security sector since 2015. Experienced officers have been invited to work closely with the Ukraine National Police to transform its police service into an effective, accountable and community-focused agency that embodies public trust.

Canada has already contributed $5 million for uniforms, body cameras and training on such topics as control tactics, leadership and public affairs. In this instance, the CPS created a bike patrol training program for the Ukraine patrol police.

One of the goals of the Ukraine National Police force is to improve public relations and perceptions. With the success of mountain bike patrols in our own cities and communities in Canada, the training was able to show practical examples of how well mountain bikes can be used at public events, pedestrian areas and regular community patrols.

CHANGING PERCEPTIONS

Fifty Ukraine patrol officers from various areas across the country were instructed in the basics of police bike patrol. The Ukraine program focused on slow speed skills, riding in pairs and groups, and bike officer–subject contact strategies.

Prior to the re-establishment of the Ukraine National Police force in 2015, citizens generally avoided police officers. There's no doubt that the current dressed-down, yet authoritative appearance of a bicycle officer's shorts and shirt provides a less intimidating experience for the public. In fact, bike patrols create twice as many positive contacts with the public than vehicle patrols do. Bike officers are more approachable, providing opportunities for new impressions. The Ukraine National Police force is new in its inception with well-educated, strongly engaged and enthusiastic officers. They were appreciative of the training and asked many questions including if it was acceptable to shake hands with members of the public. The training emphasized the importance of being approachable, friendly and community-oriented.

While essential for community policing initiatives, bike patrols can be integrated into other operations and initiatives. Bike patrol is a very effective way to deal with crowds and protests. A portion of the training also included teaching the Ukraine officers how to use their bikes as a form of public order. Even in unruly crowd situations, bike officers have a unique ability to develop a rapport with the public. These officers are often able to effectively defuse situations before they progress. The patrol officers on bikes learned that they can maintain swift response times and use their bicycles as barriers in many situations.

During the training, the patrol officers viewed videos and photos of Canadian police experiences with bikes at G8, the Calgary Flames Red Mile (a stretch of road where thousands of hockey fans congregate) and anti-racism protests with very large and potentially violent crowds. They could see how effective and professional the bike officers were. And they enjoyed seeing how

bike patrol officers use social media in their work, including selfies of officers interacting with the public.

While Olympic-bound athletes were being announced on a stage in Kyiv only one week following the patrol officers' training, members of the crowd continuously stopped the officers to interact, converse and have pictures taken with them. These newly trained Ukrainian mountain bike patrol officers — the same ones who had been asking if it was acceptable to shake hands with members of the public — were already making an impact in their community.

NOT LOST IN TRANSLATION

Teaching in a country in which little English is spoken provided some challenges and was probably the hardest part about offering this trainng. Each sentence of instruction was followed by translation from an experienced translator. It was tricky, but after a day or so, we got into a rhythm of using a translator to effectively communicate lesson plans.

With communication such a big piece of policing and instructing, there was initially a concern that the important communication approaches and concepts would not come through in the translation. Fortunately, a civilian employee and communications professional with the Calgary Police Service had previously travelled to Kyiv to advise police on public outreach, public communications and police/community engagement. With many officers already trained in media relations, they knew and understood the value of open communication with both the public and media, and this came through well in the translation.

The training provided an opportunity to grow and exchange ideas and expertise. By teaching a bike patrol program with a community-policing approach — the philosophy that police officers are civilians, not soldiers, and that a police force is a community organization responsible to the community — the training by Canadian police officers has hopefully made a positive impact on Ukraine's police patrol. ▪

Sgt. Katrina O'Reilly has been a bike officer for more than half of her 20-year career with the Calgary Police Service. She also teaches law enforcement bike patrol to many peace officers and police officers in Western Canada and the United States.

TRAINING TO RIDE

By Sgt. Chris Newel, detachment commander, Kimberly, B.C.

Back in 1987, the Seattle Police Department became one of the early adopters of the modern-day bike patrol — out of necessity. With traffic bogged down during construction of the city's bus tunnel, officers needed to get around. But other departments across the United States and Canada, including the RCMP, soon recognized the value of permanent bike patrols.

There are many advantages. Aside from being able to access areas of the city that vehicles can't, such as down narrow back lanes and during rush-hour gridlock, bike patrol officers can move through a variety of terrain much faster than on foot. They typically have more contact with the public, are easily approachable and can engage with people on a more comfortable level.

Bike squads can also be used for crowd control. They are fluid and can move to specific locations effectively restricting or directing crowds. The bicycles can quickly form a mobile barrier and move as crowd patterns shift.

But policing on a bike isn't as simple as swapping four wheels for two. The RCMP's five-day mountain bike training course ensures that police officers are confident and possess the necessary skills to deal with a wide variety of situations and perform an array of maneuvers safely on the bike.

The course begins with bike terminology, proper equipment, bike fit and repair. Since being relatively fit is important, candidates must do a time trial early in the course. The benchmark: 16 kilometres in 35 minutes.

Skills such as maneuvering through coned courses, braking, quick turns and emergency dismounts are all part of bike handling. As traffic safety is an important part of the course, bike patrol officers must also be familiar with the *Motor Vehicle Act* as it pertains to bicycles.

The course teaches how to overcome obstacles such as curbs, stairs and logs so that officers can get to a call. Because approaching situations on a bicycle is different than in a vehicle, the training includes scenarios for doing this in a tactically safe manner. Another important aspect involves dismounts and shooting, since an elevated heart rate makes accurately discharging a firearm more challenging.

Once trained, a bike patrol officer can cover a lot of ground and be very effective in crime reduction and community relations.

The RCMP's five-day mountain bike course teaches officers the finer points of policing from a bicycle, including how to maneuver down a set of stairs.

Sgt. Chris Newel, RCMP

MORE THAN CROSSING PATHS

JOINT MOTORBIKE COURSE HELPS AGENCIES WORK TOGETHER

By Amelia Thatcher

Thirteen motorcycles roared to life at the RCMP's Technical and Protective Operations Facility (TPOF) east of Ottawa. One by one, members from the RCMP, Ottawa Police Service (OPS) and Service de Police de la Ville de Gatineau took turns weaving through lines of pylons in hopes of becoming a certified motorcycle operator.

"It was challenging to get through the training, not everyone finished," says Cst. Isabelle Vachon, the first female member of Gatineau police's motorcycle unit. "But I feel like I'm getting the best training I can get."

Vachon was one of 11 officers to complete the Joint Basic Police Motorcycle Course, hosted by the RCMP this past May. The three-week course teaches prospective members from all three police agencies about the fundamentals of motorcycle operations.

Policing in Ottawa, Canada's capital city, requires close collaboration between municipal and federal police agencies. From escorting politicians, to enforcing events such as Canada Day, motorcycle operators at Ottawa police, Gatineau police and RCMP often work as one unit to keep the national capital region safe and secure.

"Now when we mix and mingle or cross paths, everyone knows what's going to happen because we have that joint training," says Sgt. James Mulligan, a motorcycle instructor from OPS. "It makes operations so much smoother, very co-ordinated and extremely professional."

ON THE COURSE

In 2011, Mulligan was a student on that very basic motorcycle training course, with one major difference: OPS, Gatineau police and the RCMP were not yet training together.

"We were at the same location, at the same time, doing what's supposed to be the same course, but we weren't training together," he says.

During that training, Mulligan noticed that the RCMP was doing things differently than OPS — with a higher success rate. Members came out of the RCMP's course with a higher level of skill, faster. "So it made sense to pool resources."

After bringing this up to management, it became Mulligan's job to overhaul OPS's motorcycle program. The goal was to incorporate OPS training with the RCMP's course and best practices to ensure consistency when both agencies worked together in the field.

Mulligan met with RCMP motorcycle instructor and national division program coordinator S/Sgt. Luc Gratton, and became an apprentice instructor during RCMP training. He also attended teaching courses in the United States to get the latest best practices. In 2013, OPS and RCMP amalgamated their training courses, with Gatineau police joining shortly after.

"Now we've upped the standard," says Gratton, who has been a motorcycle operator for 18 years. "We've made it more challenging but also improved individual riders' skills. We emphasize security, skills and building confidence with officers and the motorcycle."

Since the training was introduced, Mulligan has noticed a marked difference in the skill level of OPS riders. Before 2013, OPS was averaging four to five motorcycle collisions per year. Now, there hasn't been a collision in three years.

"The course prepares you for the adrenaline and speed," says Mulligan. If you had any nerves going in, this course takes all the nervousness and shakes it out of the riders so we don't have in-service collisions or mistakes made."

ON THE ROAD

The Joint Basic Police Motorcycle Course makes inter-agency collaboration easy. This past year, Ottawa hosted the North America Leaders Summit, which was attended by outgoing U.S. President Barack Obama. While this event is normally policed by municipal forces, OPS called upon the RCMP to assist in escorting the politicians and controlling traffic.

"Knowing that we all had the same training, the transition was very easy," says Gratton.

Members from the RCMP took their bikes and blended seamlessly into the escort formations and plans laid out by Ottawa police.

"I can be riding behind any officer, and depending on their body language, I know exactly what they're going to do before they do it," says Mulligan. "We have to have that trust — one small mistake could cost somebody their life."

Although working together doesn't happen every day, it's made new officers like Vachon feel more at ease when the opportunity presents itself. She's also gained a new respect for motorcycle operators in any police force.

"Before doing the training, I looked at motorcycles and thought, 'that's a cool job,' " says Vachon. "I didn't realize how hard it was to achieve. Now I realize how hard — physically and psychologically — this job is. I don't see my colleagues the same anymore." ■

Courtesy of Sgt. James Mulligan

Members from the RCMP, Ottawa Police Service and Gatineau police complete motorcycle training together to prepare for joint operations in the field.

BACKSTAGE OFFICER

INSPECTOR USES TRAINING TO FINE-TUNE COPS ON SCREEN

From the front line to the big screen, Insp. Jeff Harris has trained for it all. With nearly 30 years' policing experience and dozens of certifications under his belt, Harris works with directors to create authentic police scenes in movies and TV shows. Amelia Thatcher put the spotlight on Harris to find out how he keeps up with policing — on and off camera.

Courtesy of Insp. Jeff Harris

To help him advise for TV and movies, Insp. Jeff Harris, centre, regularly attends training courses with his former unit — the Vancouver Police's Emergency Response Team — to keep up to date on the latest skills.

WHAT KIND OF POLICE TRAINING HAVE YOU DONE?

I started with the RCMP in 1987, and my sergeant at the time was very supportive of ongoing learning. I took as many courses as I could — small vessel operators, breathalyzer course, radar course — before joining the Vancouver Police Department in 1991. I'm a bit of an adrenaline junkie. I enjoy the thrill of the road and the hot calls, and so I joined the Emergency Response Team (ERT). The ERT was a goldmine for training and experience — I learned things like hostage rescue, warrant service, sniping, witness and VIP protection, motorcades, prisoner transfer, and working with the military. Every little bit I could grab, I would.

HOW DID YOU GET INTO ADVISING FOR MOVIES AND TV?

In 1995 I became a background actor for TV, specifically a special skills actor as a cop. I was acting for a scene when I noticed a police officer had been brought in to be an expert on bomb scenes. I'm listening to him telling the director what he should do, and I'm thinking, 'This guy has no idea what he's talking about.' So ultimately I jumped in and said, 'I'm a reserve ERT member and I've been trained in explosive disposal and this is actually what you would do and this is how we investigate bomb threats.' I've been advising ever since on everything from TV shows to major motion pictures like X-Men 2 and Rise of the Planet of the Apes.

HOW DOES YOUR POLICE TRAINING HELP YOU ADVISE?

Directors, producers, writers and actors ask for my help to make police and military scenes look as real as possible. I can provide writing assistance — changing dialogue to match what a cop might say or how certain interactions would happen. I also provide weapons training for the actors — proper loading procedures, how to hold it and how to face a threat. In some cases I can help set up scenes — directors might ask, 'How would a SWAT team enter a room?' And I say, 'They'd enter here, here's your lineup, this is how they would break down the door,' and so on.

CAN YOU GIVE AN EXAMPLE OF ADVICE YOU GIVE?

There are a lot of smaller details the movie people don't think about. For example, in a lot of military movies you've got guys in gear with straps hanging all over the place and the wrong weapons for their task. In real life, dangling equipment is a safety hazard. SWAT guys tape everything down so they don't get caught on things. On one set, I was running around with rolls of black tape, cleaning up all the loose ends on all the costumes.

WHY IS IT IMPORTANT FOR POLICE MANEUVERS AND TRAINING TO BE ACCURATELY DEPICTED ON SCREEN?

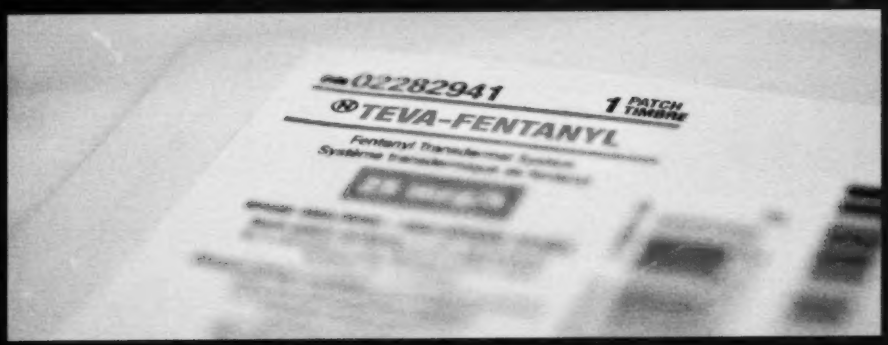
The more professional and realistic a show is, the more audiences you'll draw into it, especially from law enforcement and military. Those people will watch a show more if it's more accurate to what they do. There's a ton of trained cops and soldiers out there, and they can pick up stuff right away. Accuracy is also important when you're depicting real police agencies. They look professional — when they get out of the car, their uniform is done a certain way, their gun belts are tightened up and they carry their weapons properly. So I make sure these actors aren't just throwing on the uniform. I try to get them to live in the shoes of a cop or soldier.

HOW DO YOU KEEP UP TO DATE WITH TRAINING?

For me, it's all personal growth. Some courses you need to get re-certified regularly, like use-of-force or firearms training. Other times it's about jumping in with my previous team for training and asking them if anything has changed. This is what I say to other cops: as you go through your career, learn as much as you possibly can, take as many courses as you can and keep your eyes open for all opportunities. ■

just THE FACTS

FENTANYL



Julie Laflamme RCMP

Fentanyl is a fast-acting opiate that's estimated to be 100 times more potent than morphine. It has legitimate clinical uses for treating chronic pain, but is extremely dangerous when consumed illicitly. It's a growing danger — both in Canada, and around the world.

According to the B.C. Coroners Service, there were 238 illicit drug overdose deaths from January to June 2016, which is a 250 per cent increase over the same period in 2015. Fentanyl was detected in over half of these deaths.

Fentanyl is often stamped into pill form and sold on the street as oxycodone. Less commonly, it's diluted and sold as counterfeit or synthetic heroin. The drug also comes in patch form for long-term pain relief, and these patches are often sold, partially used, on the black market.

The Canadian Association of Chiefs of Police has reported that fentanyl addicts can consume up to 15 pills a day, which is a $300-per-day habit. In order to fund their addiction, many turn to property, sex, and drug crimes, which provide only 10 to 20 per cent financial return — requiring thefts of $3,000 or more per day to fund their habit.

According to the United States Drug Enforcement Agency, the primary source of illicit fentanyl is China. Organized crime and independent dealers are able to buy the drug online and have it shipped across the border, with many Chinese manufacturers even offering free replacements if the first shipment is seized.

A recent United Nations report found that Canada consumes the most prescription opioids (includes natural opium and synthetic or semi-synthetic drugs that emulate opium) per capita of any country in the world. Many users begin with legitimate prescriptions but end up turning to the opiate black market to feed their growing addiction.

Pill presses, the machines used to convert fentanyl into tablet form, aren't regulated in Canada or China. The Canadian Association of Chiefs of Police has called for new legislation to prevent pill presses from entering the country without being registered.

A single kilogram of fentanyl, worth a few thousand dollars, can be cut down into more than 100,000 pills — worth millions on the street, according to the U.S. Drug Enforcement Agency.

Street names for fentanyl or fentanyl-laced heroin include Apache, China Girl, China White, Dance Fever, Friend, Goodfella, Jackpot, Murder 8, TNT, and Tango and Cash, according to the U.S. National Institute on Drug Abuse.

In 2013, North Bay, Ont. launched the "Patch 4 Patch" initiative, requiring patients to return their used fentanyl patches before refilling a prescription. By preventing individuals from reselling their used patches on the black market, the local fentanyl trade dried up. This initiative is expected to become an Ontario-wide law soon.

Naloxone is a drug that can be injected to quickly counter the effects of fentanyl overdose. Ambulances in Western Canada already carry naloxone kits to allow for a rapid response to overdosing patients, and Health Canada has deregulated the drug to help speed its uptake by the rest of the country.

The Canadian Centre on Substance Abuse reported in 2015 that there were 655 fentanyl-caused deaths across all of Canada from 2009–2014 — a figure that the report notes is likely an underestimate. In Ontario, fentanyl is now the leading cause of opioid-related deaths.

According to the European Monitoring Centre for Drugs and Drug Addiction, a lethal dose of pure fentanyl is two milligrams. Fentanyl can be absorbed through the skin, so extreme caution is advised when handling unknown substances.

Because of widespread abuse, the popular painkiller oxycodone changed its formula to be less addictive in 2012. As a result, nearly all oxycodones being sold on the street today are actually fentanyl in disguise. In Canada, these counterfeit pills are often coloured green and stamped "CDN 80" to emulate the appearance of pre-2012 oxycodone.

In 2015, there were more than 13,000 forensic exhibits of fentanyl tested by the United States Drug Enforcement Agency — a 65 per cent increase from 2014.

Even as police crack down on fentanyl, more powerful substitutes are beginning to appear. Shipments of carfentanil and W-18, which are both 100 times stronger than fentanyl, have recently been seized by police in Canada.

— Compiled by Eric Stewart

BLUEPRINT FOR SAFETY

NEW APP SERVES AS DIGITAL LIBRARY FOR FIRST RESPONDERS

By Deidre Seiden

When Prince Albert Police Service Chief Troy Cooper was presented with an opportunity to pilot a new software application called the Building Tactical Information System (BTIS), he took it.

"We're a busy service, and innovation allows us to explore potential solutions to some of the complex issues we're facing," says Cooper. "Adding resources is not always an option, so being creative and innovative is important."

Police officers walk into a lot of unknown situations when they respond to emergency calls, and BTIS, developed by Advanced Property Exposure (APX), is designed to limit those unknowns.

The tool is similar to a virtual library. It uses a secure cloud service that contains information like maps, floorplans and photos of the buildings so first responders can get a detailed look at the outside and inside of mapped buildings.

"Officers are safer when they have all of the information available about where they're heading, and a picture is worth a thousand dispatched words," says Cooper.

TESTING TECHNOLOGY

The Prince Albert Fire Department is also a part of the two-year pilot. The building information that they've been collecting for years was used to populate the cloud.

BTIS has given them the platform to share it. "Now the police have access to that same information for their tactical purposes," says Battalion Chief Alex Paul, Prince Albert Fire Department.

In the past, S/Sgt. David Schluff of the Prince Albert police says he would have gone to several different sources to access similar information. "With this app, everything is in one quick and easy package," says Schluff. "If we can use it rapidly and save time, saving time saves lives."

And instead of an incident commander spending time finding that information, dispatchers pull up the critical information and push it to first responders in seconds. "It's one less step that I have to do," says Paul. "I get a notification on the device, click the app and the information is there."

Users can swipe through and zoom in on the information.

As part of the pilot, Prince Albert police ran several training exercises, including an active shooter scenario and a barricaded stand-off scenario, at a local high school to test the technology.

Schluff, who was the incident commander during the scenarios, says for the rapid calls like an active shooter, it can help police plan ahead. But once on the inside, it's phones down.

"Officers are in rapid movement and they're trying to get to the threat as quick as they can so stopping to look at a cellphone is not the easiest or safest thing to do," says Schluff.

In the barricaded subject scenario, the technology was particularly effective. "Time was on our side," says Schluff.

They used the building information to plan and prepare the best way to access the room in the school. And if the suspect left the room, they knew where that room led.

"Any time that we have an advantage to look at technology or get layouts of buildings, especially interior floorplans, it's very handy," says Schluff.

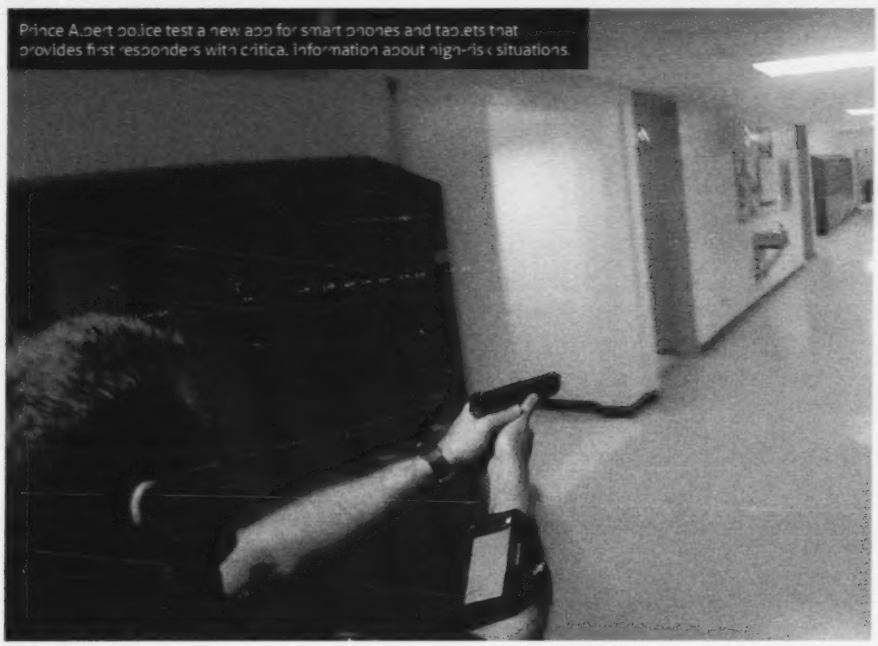
NEXT STEPS

After the training scenarios, APX continued to improve the software based on the feedback it received. In addition to receiving critical building information, the app can now be used to share information about the incident, like a perpetrator's photo, links to social media relating to the event or text messages. It's also making cities smarter by streamlining urban data collection.

APX is currently working on a GPS-enabled system where incident commanders will be able to track the location of their police officers on a map. Warren Gallagher, APX's chief technology officer, says they're about six months away from releasing the first phase, which will allow users to see the GPS location outside a building.

"The things that we're driving towards but haven't solved yet, although we will ultimately solve it, is tracking people indoors," says Gallagher. "It's a much tougher problem but we're working on a research project now so that in the future, we'll be able to plot those people on those floorplans inside the buildings."

If the BTIS app will allow him to do that, Schluff says it will be priceless. ■



Prince Albert police test a new app for smart phones and tablets that provides first responders with critical information about high-risk situations.

APX

THE ART OF AN EFFECTIVE INTERVIEW

WHY NON-ACCUSATORY IS THE NEW NORMAL

Interviewing a suspect used to mean accusing them of a crime in an attempt to get a confession. Since the RCMP adopted the Phased Interview Model for Suspects, that approach is no longer the rule, it's the exception. Sgt. Darren Carr, an interviewing specialist in the RCMP, was instrumental in developing the new model. He spoke with Deidre Seiden about the best techniques and why there was a need for a change.

WHAT'S THE PHASED INTERVIEW APPROACH?

It's a hybrid approach of non-accusatory and accusatory-based interviewing. In North America, we've tended to use the Reid Technique of interrogation, which is very accusatory. The new phased model is influenced by the United Kingdom's PEACE model. Non-accusatory based interviewing is all about getting the person talking, letting them say what they have to say and focusing more on things like provable lies and slowly dismantling the story rather than accusing them.

WHAT'S THE BIGGEST CHANGE?

Previously, we were always taught to shut down the suspect's denial. We don't teach that anymore. We always default back to a non-accusatory based interview. If the person wants to give us what they believe is a reasonable explanation as to why their DNA is on the knife, we'll take that.

And we don't do the subjective assessment of body language or spoken word anymore. Research has proven this simply doesn't work. And that's fundamentally what's been wrong with the Reid approach: it's very much prefaced on this faulty belief that we can subjectively assess the veracity of a statement and we can't.

Another difference is we're not focused on getting a confession, we're focused on gathering information. And that's probably a good way to characterize PEACE versus Reid. We aren't blindly chasing after the confession.

WHAT TECHNIQUES WORK IN AN INTERVIEW?

In the first stage of an interview, we just want to get the person talking about anything. Then slide into the reason we're in that room. We may objectively know they are lying based on evidence, but we don't care. We're just going to let them talk.

And then the next important stage is what we call the challenge where I'll go in and highlight the inconsistencies but I'm doing it in a non-accusatory way. I let them explain it how they want rather than accusing them and shutting them down.

The other technique that we focus on is what we refer to as the strategic use of evidence. Traditionally, we'd have a piece of evidence, say, your vehicle caught on video, and we'd walk into the interview room and say, "I absolutely know you committed this crime. There's no point in denying it. We have your vehicle on video. Now, why did you do this?" In the new approach, I'll just say, "Tell me where you were last night." And I know that I have this piece of evidence in my back pocket. And if you lie, I know objectively that you're lying. And then at some point in the interview, I will present that evidence to you and say, "Well, can you explain this?" That's a strategic use of evidence.

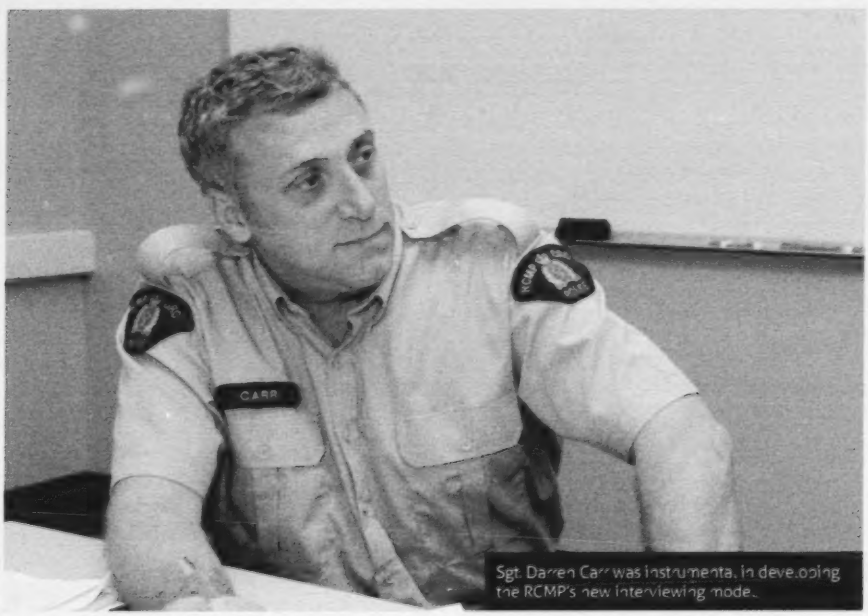
WAS THERE A NEED TO CHANGE THE APPROACH?

Back in 2012, when I was on the interview team in British Columbia, we recognized that we had to change our model.

In the past, there was a belief that you could fit the same approach to any interview, which you can't. Interviewing is a very dynamic thing. Sometimes you have lots of evidence. Sometimes you don't. Sometimes you'll have a person who willingly engages with you. Sometimes the person will say nothing. I think it was naïve of us to think there was a one-size-fits-all sort of approach to interviewing.

A colleague and I spent a month with the London Metropolitan Police Service learning about the PEACE model, and when we returned we started a focus group of subject matter experts from across the country. We came up with the Phased Interview Model, a model that's more adaptive to the demands of the interview as it's unfolding, which the RCMP adopted forcewide.

A good interview should be a slow walk, approached from the perspective of non-accusatory based interviewing, while recognizing that you can go accusatory in certain situations, but there is absolutely no expectation that you must go accusatory. ■



Sgt. Darren Carr was instrumental in developing the RCMP's new interviewing model.

Leann Parker, RCMP

TECHNOLOGY IN TRIAL

REGINA POLICE USE TABLETS IN COURT

By Amelia Thatcher

With the swipe of a finger, Saskatchewan courtrooms flipped into the 21st century, following the first criminal conviction made using tablet computers. A Regina jury trial found Adam Riley Cyr guilty of second-degree murder in January 2015, based on evidence and photos presented on the touch-screen devices.

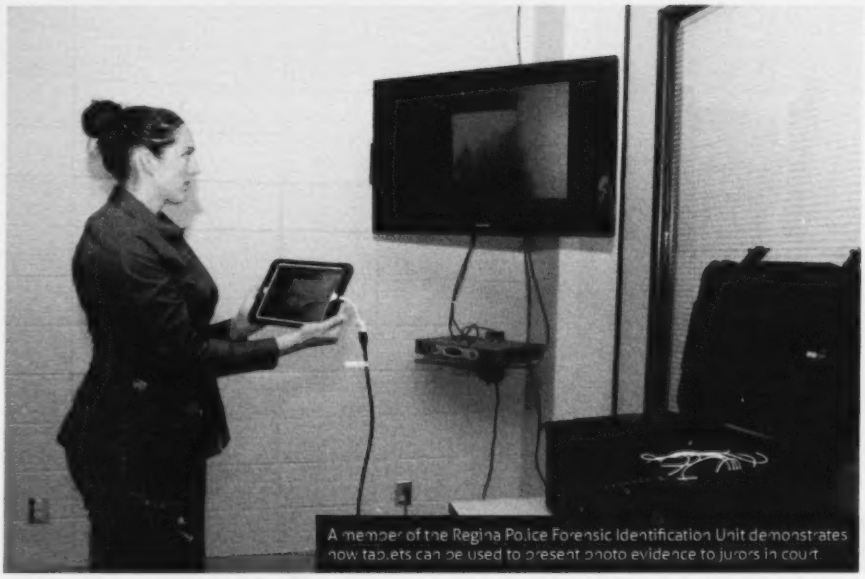
Now, two years after they first appeared in court, tablets are becoming a staple for major trials in Regina.

"It's the ease of having everything at your fingertips," says William Jennings, an associate regional crown prosecutor. "All the photos are in a nice compact form and you can just flick through all the evidence in a logical order."

The Regina Police Service forensic identification unit (FIU) spearheaded the shift from hard-copy photo books to tablets — a move that saves time and money for the team that's responsible for organizing evidence packages for trials.

But it's not all about economics. Aside from streamlining the photo compilation process for police, the tablets can also benefit lawyers, judges and jury members in major trials.

"The transition to iPads isn't just about financial benefit," says Sgt. Laurel Marshall, who heads the FIU. "It comes down to the fact that it's an effective way to present evidence."



A member of the Regina Police Forensic Identification Unit demonstrates how tablets can be used to present photo evidence to jurors in court.

Regina Police Service

TABLET TAKEOFF

Long before the Cyr trial began, the identification unit was already looking for ways to update how they compile evidence photos for court. Previously, images would have to be printed out, numbered and arranged in binders for presentation in a trial.

In 2012, the unit hit a breaking point after a last-minute request to make up nine of these photo books for a case. The team spent an entire weekend of overtime hours to finish the binders. But just before the case was presented, the crown and defense came to a plea agreement. As a result, the photos never made it to court and had to be shredded.

"We did the calculations and the math showed we spent about $1,800 to create these photo books," says Sgt. Dean Yadlowski, previous head of the FIU. "It would've been much more economical to spend that money on new technology — we wouldn't have had to shred tablets or TVs at the end of the trial."

So, in 2014, the unit purchased two kits, each including four tablets, to present photos in court. Instead of printing out each image, digital files can simply be uploaded onto each device. Large trials such as homicides or assaults stand to gain the most from using the tablets, since they often have hundreds of crime scene photos, autopsy photos, maps and other images.

The unit now has four tablet kits, which have been used for 25 trials since they were first introduced.

PICTURE-PERFECT PRESENTATION

Since maintaining justice is a priority in the courtroom, Regina police are careful to make sure that new technology is accessible for all participants of a trial.

"It's all about taking small steps and making sure everyone is not only comfortable with the process, but completely assured that there's a fair trial," says Marshall. "If someone has reluctance to it, we are willing to print out photo books and accommodate them."

In trials where the tablets have been used, one is given to the judge, one to the defense, one to the prosecution and one for any witnesses taking the stand. In jury trials, the witnesses' tablet is connected to a TV screen for the jury to see — as the witness flips through photos, they all see the same thing.

"You're getting a more accurate account of what is unfolding within an investigation or interview," says Marshall. "It's far more interactive and it leaves fewer questions to be asked when you can actually see and hear the evidence presented."

An evidence package presented on a tablet can also include more than just photos. The electronic devices can show clips of police interviews, crime scene videos and animations.

"Using iPads allows the prosecutor to present a more coherent story," says Yadlowski. "It can flow better, they can point something out in a photo and users can zoom in to photos to see close-ups and zoom out to see context."

Crown prosecutor William Jennings agrees.

"It certainly gives you a real feel for the case and puts you in the shoes of the investigators," he says. "All court participants can benefit from this new technology." ■

While likely only a small percentage of foreign fighters will return to their country of origin, the threat posed by those who do has been a concern for many governments, including Canada.

THE FOREIGN FIGHTER CHALLENGE

RCMP PARTNERS WITH ACADEMIA TO SURVEY GLOBAL APPROACHES

By Meghan King, Chelsea Rubin and Stephanie MacLellan, Masters of Global Affairs Program, University of Toronto

As the Syrian war lurches towards its sixth year of conflict, law enforcement continues to adapt to the contemporary realities of the foreign fighter challenge. The RCMP this year forged a new link with students from the Masters of Global Affairs program at the University of Toronto's Munk School of Global Affairs to tackle that challenge head on.

Looking at the best practices of current governments dealing with foreign fighters, the students sought policy approaches that the RCMP and Canada's greater security community could implement. The students spent months grappling with challenges that are complex, global and evolving. The team presented its research to representatives of Public Safety Canada, Global Affairs Canada and the RCMP last April.

GLOBAL CHALLENGE, LOCAL IMPACT

Expanding instability in the Middle East has led to conflict and state collapse in Syria and parts of Iraq. The scale and complexity of the conflict — the existing ethnic and sectarian tensions in the region alongside Sunni anger resulting from political exclusion and abuse, and manifest in the rise of the Islamic State (IS) group (also known as Daesh) — has provided law enforcement with unprecedented challenges.

Between 27,000 and 31,000 people have joined the IS group and other belligerent groups in Syria and Iraq from at least 86 countries. More than 5,200 of those have come from Western Europe and North America. While it's generally accepted that only a small percentage of foreign fighters will return to their country of origin, the potential for individuals to pose a threat upon returning has been a concern for many governments, including Canada. In the last several years, some terrorist attacks have been committed by former foreign fighters in Europe.

When Canadian Security Intelligence Service head Michel Coulombe addressed the Senate of Canada last March, it was believed that 180 of those 5,200 travellers were Canadian. Coulombe further stated that 60 had returned to Canada's shores. These numbers remain in flux, and don't include individuals engaged in threat-related activities in Canada who haven't travelled.

SEEKING FRESH IDEAS

The University of Toronto's Masters of Global Affairs program at the Munk School is a new face among the leading international relations schools, with its first-ever class graduating in 2012.

The program introduces students to the practical realities of operating in today's complex, global environment. In the second year, rather than completing a graduate thesis, the program pairs students in a consulting role with organizations that face those realities daily, from humanitarian non-governmental organizations (NGOs), to global institutions like the World Bank and NATO, to government departments like Global Affairs Canada and the RCMP.

In 2015, the RCMP proposed to the Munk School that a team of global affairs students be given the opportunity to tackle the issue of returning foreign fighters. Five students spent several months working with the RCMP's Research and Innovation team to fully understand the legal environment in which law enforcement agencies in Canada operate and the tools available to the RCMP.

This collaborative research project ultimately provided the RCMP with an

overview of the current range of international practices for managing the threat posed by returning foreign fighters (RFFs) and highlighted possible implications of applying these programs in Canada.

The project was completed in two parts. The first part surveyed other nations' policies and/or programs on RFFs. Each of the surveyed countries believed they had at least 100 foreign fighters who travelled to Iraq and Syria. The policies and programs surveyed included both RFF-specific responses, such as revocation of citizenship, and broader counter-terrorism responses applied to RFFs, such as demobilization programs.

The second part of the project examined common types of policy responses that were identified in part one. These responses were compiled into a policy tool kit that outlined some possible implications of each response in Canada. The relevant Canadian context — including national and international legal frameworks — was explored as part of each tool.

The purpose of this second part wasn't to determine which policy tools were better than others, nor to recommend which ones Canada should consider, but to examine existing national responses and explore their applicability to Canada. The project formed a comprehensive resource available to the RCMP as well as partners such as Public Safety Canada and Global Affairs Canada.

PROJECT HIGHLIGHTS

The students found that because responses to RFFs are new, proven best practices haven't yet been established. While foreign combatants have joined international conflicts for centuries, the Syrian civil war and the rise of the Islamic State group in Iraq and Syria have drawn more attention to the issue. The newness of government responses means there's a lack of longitudinal data on the effectiveness of RFF policies and programs. Therefore, governments are still developing policies to counter the threat of RFFs without a clear understanding of what works.

Critically, the project found that there were no clear indicators to measure the effectiveness of RFF responses. In the countries surveyed, there was no unclassified discussion of what measures were used to gauge the success of RFF responses or broader counter-terrorism strategies. Canada was no exception. And without any indicators for success, the dominant framework was a "zero-fail" environment, in which any terrorist attack, no matter how large or small, equated to total failure.

The students felt that this framework was problematic because it set a standard that would remain virtually impossible to maintain and would fail to give credit to effective prevention work. The students recommended that a new framework that creates measurements of degrees of success on a continuum with varying degrees of failure would be preferable to a zero-fail framework.

The students found clear themes in the types of responses other countries have been taking to deal with the RFF problem and the second part of the project analyzed these types of responses. These responses were compiled into the policy tool kit that outlined considerations for each response if it were to be applied in Canada.

Ten of these policy approaches were programming or legislative tools. For example, programming executed through or with civil society; countering violent extremism (CVE) in prisons; monitoring and surveillance; and implementing visa and border controls to restrict travel of foreign fighters.

Three responses were policy approaches that use various tools to reach an intended goal, rather than serving as tools in themselves: deradicalization, which aims to alter or moderate extremist ideology; demobilization, which aims to prevent radicalized individuals from engaging in violent behaviour; and reintegration, which strengthens the economic potential and social ties of RFFs to reintegrate them into society.

The final item, whole-of-government co-ordination, remains both a goal and a tool for achieving goals by making more effective and efficient use of government programs and agencies.

A BRIGHT FUTURE FOR COLLABORATION

Connecting Canadian academia to the Government of Canada benefits both communities. The RCMP has a long history of working with academic researchers on important problems. This has included involvement in the Kanishka Project and active participation in the Canadian Network for Research on Terrorism, Security and Society.

Engaging the next generation of Canadian thinkers allows the RCMP to better understand some of the most complex problems and provides students with the opportunity to apply their skills to real-world challenges and produce something on the level of professional think tanks.

For the 2016-2017 year, the RCMP's Research and Innovation team plan on posing new questions to the Munk School's master's candidates, and continue to forge bonds with the university. ■

Students from the Munk School of Global Affairs presented their research on returning foreign fighters to various Canadian government agencies last April.

RCMP

LATEST RESEARCH IN LAW ENFORCEMENT

The following are excerpts from recent research related to justice and law enforcement and reflect the views and opinions of the authors and not necessarily those of the organizations for which they work.

Compiled by Deidre Seiden

THE REPORTING EXPERIENCES AND SUPPORT NEEDS OF VICTIMS OF ONLINE FRAUD

By Cassandra Cross, Kelly Richards and Russell G. Smith

Online fraud poses a substantial threat to the financial and overall well-being of Australians. The Australian Institute of Criminology estimates that fraud costs Australian victims more than $6 billion a year, and online fraud is responsible for a considerable proportion of this amount. This study explores the nature of these harms, victims' experiences of reporting to authorities, how victims deal with their fraud victimization and what support they require to do so.

There were 80 participants that ranged in age from 30 to 77 years, with a mean age of 56. Forty-six (58 per cent) were men and 34 (42 per cent) were women. Participants reported a variety of countries of birth, predominantly Australia (68 per cent), the United Kingdom (11 per cent) and New Zealand (5 per cent).

This study asked participants to describe the various financial and non-financial impacts of their victimization experience. Specifically, they were asked, 'What impact has the incident had on your life?' and then prompted about financial, social and emotional impacts as appropriate.

A wide variety of factors can influence reporting behaviour including demographics, attitudes towards police, previous history of victimization, knowledge of the offender, seriousness of the offence, opportunities for compensation and the time and effort involved in reporting.

Several factors create a barrier to reporting online fraud. This includes the level of shame and stigma associated with this particular type of victimization.

As well, there's a vast array of agencies that victims of fraud can report to, which includes law enforcement, consumer protection and other government and non-government agencies, as well as private sector organizations such as financial institutions and telecommunications companies.

The existence of this network creates three main problems: victims don't know which organization to approach; they may need to report to multiple organizations; and they may be referred from one to another in a merry-go-round of responses, with no one able to assist. This wastes victims' time and energy, incurs additional expense and can be a source of further stress and emotional harm.

Overall, victims of online fraud are a heterogeneous group of individuals who've experienced a wide variety of consequences of their victimization and who, therefore, have a diversity of needs to be satisfied.

While some participants shared positive stories of reporting, gaining the support they needed from either formal or informal channels, others who were unable to disclose their victimization experienced a greater level of adversity and, as a result, were unable to obtain either formal or informal support. Further, many of those who were able to disclose to family, friends or authorities were met with judgement and blame, highlighting the importance of education for both those to whom victims report and the broader community.

READ THE FULL REPORT:
http://aic.gov.au/publications

LIFECYCLE OF FIRST NATION ADMINISTERED POLICE SERVICES IN CANADA

By Savvas Lithopoulos

Canada's First Nations administered (FNA) police services have a unique history, a distinctive mandate and structure, and play a complex role in policing First Nation communities. Of special interest is the challenge faced by the FNA police services of providing 24/7 coverage and ensuring adequate response times to calls for service for remote and isolated First Nation communities. On average, these communities have about 3,000 residents who are usually policed by micro-sized police detachments of about nine officers.

Research on police service lifecycles has shown that small police services, usually deploying fewer than 10 officers, are more apt to fail due to their inability to maintain or meet ever-increasing policing standards.

This research was undertaken to find out why some FNA police services were disbanded and why some were able to survive.

FINDINGS

Since launching the First Nations Policing Program (FNPP) in 1992, 58 FNA police services have been created. Of this number, 20 have disbanded, representing a failure rate of about 34 per cent of all FNA police services.

The 20 disbanded FNA police services suffered from both a "liability of newness" and their diminutive size. Few of the disbanded agencies were operational for more than a decade and the average disbanded department employed five or fewer than five officers and provided services to communities of approximately 1,700 residents. Their average budget was $700,000. In contrast, the 38 surviving FNA police services, on average, police 4,500 residents by a detachment of about 22 officers with a policing budget of about $4 million.

This finding confirms previous policing research, which suggests that new and very small police services are more apt to fail due to their inability to maintain or meet ever-increasing policing standards or deal with crises.

FNPP policing agreements are terminated for cause. Usually, it involves serious violations of agreement terms and conditions, major operational and ethical breeches, or an inability to meet increasing provincial policing standards. Both levels of government are involved in the decision to disband an FNA police service.

A major factor that previous research on the lifecycle of police services didn't take into account is that young organizations also tend to have younger and inexperienced employees including police officers, non-commissioned officers, senior management and police governance authorities.

The creation of micro-sized FNA police services in the 1990s went against the major

There are several factors that create a barrier to reporting online fraud, including the level of shame and stigma associated with this particular type of victimization.

long-term trend in Canadian policing since the 1970s. This entailed amalgamating small police services into larger police services. Research into this area indicates that merging micro-sized police services into larger and medium-sized regional entities may be a valid strategy for the future direction of Aboriginal policing.

READ THE FULL REPORT:
http://www.publicsafety.gc.ca

RACE, STREET LIFE AND POLICING: IMPLICATIONS FOR RACIAL PROFILING

By Steven Hayle, Scot Wortley and Julian Tanner

There's a long history of scholarship investigating police encounters with those from marginalized populations. Research suggests that officers stop and search racial minorities and immigrants, the impoverished and the homeless at disproportionately high rates. However, scholars disagree about why this is.

Some propose that police attention is legitimately triggered by the criminal behaviour of marginalized people, while others maintain that these individuals are subject to biased policing triggered by their marginalized status. Theoretically, this represents a disagreement over whether consensus or conflict perspectives are best suited for explaining the disproportionate use of stop-and-search procedures with marginalized people.

We address this debate by examining stop-and-search experiences for youth from two marginalized populations in Toronto, Canada: street youth and black high school students. We explore whether black youth and street youth are stopped and searched at higher rates due to their behaviour, marginalized status, or both.

We find that although illegal behaviour, and not marginalized status, primarily explains why street youth are disproportionately stopped and searched by police, marginalized status plays a very significant role in explaining why black high school students are disproportionately stopped and searched by police. This is exemplified by our observation that, unlike black high school students, black street youth do *not* experience racial profiling during police stops and searches.

This is significant because it attests to the greater importance of criminal behaviour rather than minority status in explaining why police stop and search black street youth. It makes an important contribution to research because this finding has yet to be documented in criminological scholarship. We conclude that while conflict theory best explains disproportionate stops and searches among black high school students, consensus theory best explains disproportionate stops and searches among street youth.

RESEARCH QUESTIONS

This paper contributes to knowledge about police stop-and-search activities by analyzing survey data drawn from a sample of high school students and street youth. The analysis addressed four research questions:

1. Are street youth more likely to be stopped and searched by police than high school students?
2. Are black youth more likely to be stopped and searched by police than white youth?
3. Do racial differences in stop-and-search activities exist among both high school students and street youth?
4. To what extent do lifestyle factors — criminal behaviour and public leisure activities — explain the over-representation of street youth and black youth in stop-and-search activities?

This study addresses both empirical and theoretical questions about police bias and the profiling of street youth and racial minorities. ■

READ THE FULL REPORT:
http://www.utpjournals.press

THEY NEVER FORGET A FACE

BRITISH POLICE CREATE FIRST SUPER-RECOGNIZER UNIT

By Amelia Thatcher

Det/Sgt. Eliot Porritt stared at three pixilated photographs of the same man. The unidentified sexual predator had been targeting young women on London's transit system for months.

After each attack, police had circulated blurry images of the perpetrator, taken from closed-circuit television (CCTV) cameras across England's capital city. But no one could identify the moustached man with glasses.

"It's all very well saying, 'I recognize that guy from somewhere,' " says Porritt a detective with London's Metropolitan Police Service (the Met). "But who is he, what's his name, where do you recognize him from? These things are critical for investigations."

While most people don't recall such details, Porritt can remember just about every person he sees.

"For me, it's instinctive," he says. "You see a picture, and no matter how grainy or pixilated it is, if you've met them or been exposed to frequent images of them, you generally know who they are and where you saw them."

Now, the Met is putting officers like Porritt to use. The experienced detective is part of a new unit at the Met: the super-recognizer team. He's one of six officers identified as having an uncanny knack for recognizing faces — and solving dead-end identification files.

The unsolved bus predator case landed on Porritt's desk as one of the unit's first files. With the moustached man's face burned into his memory, Porritt decided to visit transit routes the suspect had taken, to get more information. He also brought along fellow super-recognizer, Alison Young.

"Alison and I went out at rush hour doing follow-up inquiries, and then all of a sudden she spotted the guy in the crowd and shouted out, 'that's him!' " says Porritt. "No one had seen this guy in a year and we were able to make the identification, chase him down and handcuff him after having the case for just two days."

After arresting the man in May 2015, the super-recognizer unit was thrust into the spotlight, becoming the first formal image investigation unit of its kind.

MEMORY TESTING

Long before the super-recognizer unit was established, the Met was looking for ways to improve suspect identification rates. In 2012, they called upon Josh Davis, a psychologist specializing in police research at the University of Greenwich.

"Generally it was the same small group of people within the Met over and over that were making identifications," says Davis. "I wanted to know why."

Davis measured the recognition abilities of officers using specially designed face tests, including one with photos of celebrities before they were famous to test memory over time. He determined that the most successful officers were not just motivated — they had a natural talent for remembering faces.

In the end, Davis identified about 150 out of 40,000 members of the Met who qualified as super-recognizers. Six of the very best — including Porritt and Young — formed a temporary pilot unit in 2015. Finding the bus predator was one of the first cases that confirmed Davis's research, and prompted the creation of the full-time super-recognizer unit.

"That was a direct link between the tests we'd done, and a super-recognizing police officer actually spotting someone in the field," says Davis.

Super-recognizers make up about two per cent of the population, according to Davis. Porritt says he hopes to tap into the pool of super-recognizers who aren't police. He's looking at starting a volunteer program at the Met, allowing members of the public to exercise their natural skills to help police.

SPOTTING SUCCESS

Since 2015, the super-recognizer unit has had unprecedented success, making more than 2,800 identifications of suspects from CCTV images. This number accounts for a quarter of all identifications made by the Met in that time period.

"It's a phenomenal amount when you consider the unit is just six people," says Porritt, who now heads the unit. "It goes to show you what can happen when you've got the right people in the right place doing the right thing."

Last year, one identification managed to close 43 active cases. The suspect — Austin Cabellero — was identified by one of the sharp-eyed super-recognizers after he was caught for theft at a high-end shop. With some more digging, the team linked Cabellero to dozens of other CCTV photos from thefts throughout London.

"Sometimes, we've got 20 failed investigations by 20 different police officers, and they've all been investigating the same person but they weren't aware," says Porritt. "It's only when we go through it with our extra ability that we get these great results." ■

Courtesy of Josh Davis

One test Josh Davis uses to identify super-recognizers involves looking at a face for 10 seconds and later finding a match in one of eight similar faces.